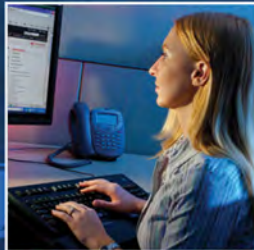




# TODAY'S FBI

## FACTS & FIGURES

# 2013-2014









# **TODAY'S FBI**

FACTS & FIGURES

# **2013-2014**



**U.S. Department of Justice**  
**Federal Bureau of Investigation**  
Office of Public Affairs  
935 Pennsylvania Avenue NW  
Washington, D.C. 20535





# TODAY'S FBI

FACTS & FIGURES



# 2013-2014



Fully masked and suited up in personal protective clothing and equipment, special agents on the Jacksonville FBI SWAT team pack into a deployment vehicle. The team recently participated in a Crisis Response Team field training exercise that included scenarios dealing with chemical, biological, nuclear, and radiological weapons.

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# Overview





An FBI agent at work in Washington, D.C.  
The Bureau has nearly 14,000 special agents  
investigating a variety of cases around the globe.

# Today's FBI is

**...an intelligence-driven and threat-focused national security organization with both intelligence and law enforcement responsibilities...**

**...staffed by a dedicated cadre of 35,000 agents, analysts, and other professionals...**

**...who work around the clock and across the globe...**

**...to protect the U.S. from terrorism, espionage, cyber attacks, and major criminal threats...**

**...and to provide its many partners with services, support, training, and leadership.**

The FBI today is considered one of the world's premier security and crime-fighting forces. Reporting to both the attorney general and director of national intelligence, the Bureau has dual responsibilities as a law enforcement and intelligence agency. It gathers evidence and solves cases using cutting edge and time-tested investigative techniques. At the same time, it collects, analyzes, synthesizes, and shares vital information and intelligence with everyone from national policy makers to local partners in order to counter threats and foil crimes and attacks. With a foot in the realms of both law enforcement and intelligence, the FBI is able to get its arms around emerging threats and neutralize them through arrests and targeted, often multi-agency operations.

The FBI's investigative responsibilities are both considerable and far-reaching. A key part of our country's national security team, the Bureau addresses the most significant threats facing the U.S.—terrorism, espionage, weapons of mass destruction, and cyber crime. At the same time, it plays an essential role in protecting local communities, from rescuing kidnapped children to dismantling street gangs, from catching murderers and serial killers to stopping scams that raid the pocketbooks of the American people. On any given day, the FBI is rooting out public corruption, recovering stolen art, protecting corporate trade secrets, taking down organized crime networks, and much more.

Born in 1908, the same year that the Model T began rolling

off assembly lines in Detroit, the FBI has been on the move ever since, continually refining its capabilities and building new tools to do its job better and stay a step ahead of the next evolving threat. Equally important, the FBI has shared its growing skills and capabilities with partners worldwide—providing a variety of formal and informal training and a host of criminal justice, forensic, and crisis response services—building mutually beneficial relationships along the way that fortify the rule of law nationwide and around the world.

Those partnerships are growing stronger, too, and at every level. The FBI today is just as at home talking shop with a local sheriff or police detective as it is discussing issues with a head of state or world leader. It directs and takes part in joint investigations, multi-agency task forces, intelligence groups and fusion centers, and public alliances. The Bureau also works with many private sector organizations and industry associations on initiatives involving crime or security threats.

## FBI Core Values


The FBI strives for excellence in all aspects of its mission. In pursuing this mission, the FBI and its employees will be true to and exemplify the following core values:

- Rigorous obedience to the Constitution of the United States
- Respect for the dignity of all those we protect
- Compassion—extending care and concern whenever possible
- Fairness—enforcing the law without fear or favor
- Uncompromising personal integrity and institutional integrity
- Accountability—accepting responsibility for our actions and decisions and the consequences of our actions and decisions
- Leadership, both personal and professional

It is difficult to measure the precise impact that the FBI has on the nation, but it is no doubt a considerable one. Through its investigative and intelligence efforts, the Bureau saves lives and makes the country safer. It helps uphold civil rights, defend physical and electronic infrastructure, safeguard national secrets, protect the environment, and keep drugs off the street. It supports the overall economy by recovering billions of dollars stolen through fraud and preventing billions more from being lost by heading off terror attacks, cyber assaults, and major crimes. The FBI protects virtually every segment of society—children preyed upon over the web, senior citizens targeted by scammers, people of every race and religion victimized by violence and hate crimes, and immigrants young and old illegally trafficked into this country and forced to work against their will. In the end, today's FBI is vital to defending our nation's democracy and way of life, just as it has been over the past century.







**The energy-efficient FBI facility in Chicago has won multiple honors, including the highest environmental award from the U.S. Green Building Council.**

## About the FBI

### FBI Mission

As an intelligence-driven and threat-focused national security organization, the mission of the FBI is to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States, and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners.

### FBI Priorities

In executing the following priorities, the FBI produces and uses intelligence to protect the nation from threats and to bring to justice those who violate the law.

1. Protect the United States from terrorist attack
2. Protect the United States against foreign intelligence operations and espionage
3. Protect the United States against cyber-based attacks and high-technology crimes
4. Combat public corruption at all levels
5. Protect civil rights
6. Combat transnational and national criminal organizations and enterprises
7. Combat major white-collar crime
8. Combat significant violent crime
9. Support federal, state, local, and international partners
10. Upgrade technology to successfully perform the FBI's mission

### FBI Motto

The FBI motto is “Fidelity, Bravery, and Integrity.”

### Legal Authorities

Federal law gives the FBI authority to investigate all federal crime not assigned exclusively to another federal agency (U.S. Code-Title 28, Section 533.) Additionally, there are laws such as the Congressional Assassination, Kidnapping, and Assault Act (U.S. Code-Title 18, Section 531), which give the FBI responsibility to investigate specific crimes.

The FBI has special jurisdiction to investigate violations of state law in limited circumstances, specifically felony killings of state law enforcement officers (U.S. Code-Title 28, Section 540), violent crimes against interstate travelers (U.S. Code-Title 28, Section 540A0), and serial killers (U.S. Code-Title 28, Section 540B). A request by an appropriate state official is required before the FBI has authority to investigate these matters.

The FBI has authority to investigate threats to national security pursuant to presidential executive orders, attorney general authorities, and various statutory sources. (See Executive Order 12333; U.S. Code-Title 50, Section 401 et seq.; U.S. Code-Title 50, Section 1801 et seq.) Threats to national security are specifically defined to mean: international terrorism; espionage and other intelligence activities, sabotage, or assassination, conducted by, for, or on behalf of foreign powers, organizations, or persons; foreign computer intrusion; and other matters determined by the attorney general, consistent with Executive Order 12333 or any successor order.



# THE FBI: BY THE NUMBERS

## Fiscal Year 2012 Accomplishments *(as of October 1, 2012)*

**25,186**

Arrests

**14,807**

Indictments

**2,678**

Informations Obtained

**15,274**

Convictions

**1,147**

Missing Children Located

**\$1.125 billion**

Seizures of Assets and Drugs

**\$8.205 billion**

Asset Forfeitures Ordered

## Our Global Presence

Domestic

**56**

Field Offices

**381**

Resident  
Agencies

International

**78**

Legal Attachés  
and Sub-Offices



## Law Enforcement Executive Training

The FBI shares its world-class techniques and best practices worldwide by training thousands of law enforcement partners every year. The following is a snapshot of training provided since the inception of each of these six key programs.

Course	Target Audience	Total Students
National Academy	Executives (lieutenant and up) and investigators from local/state law enforcement agencies worldwide	46,082
Leadership in Counterterrorism	Upper-level counterterrorism executives in state or national police agencies; chiefs or deputy chiefs of local agencies	394
National Executive Institute	Heads of 150 largest U.S. law enforcement agencies serving populations of more than 250,000	1,200
Domestic Security Executive Academy	Federal executives and Fortune 1,000 corporate security executives	257
Law Enforcement Executive Development Seminar	Chiefs of law enforcement agencies of 50-499 officers	2,750
International Law Enforcement Academies	International police managers receiving FBI instruction at International Law Enforcement Academies in Hungary, Thailand, Botswana, El Salvador, and Peru	9,717*

**TOTAL 60,400**

*\*(since October 2001)*

# Expansion of Traditional Partnerships

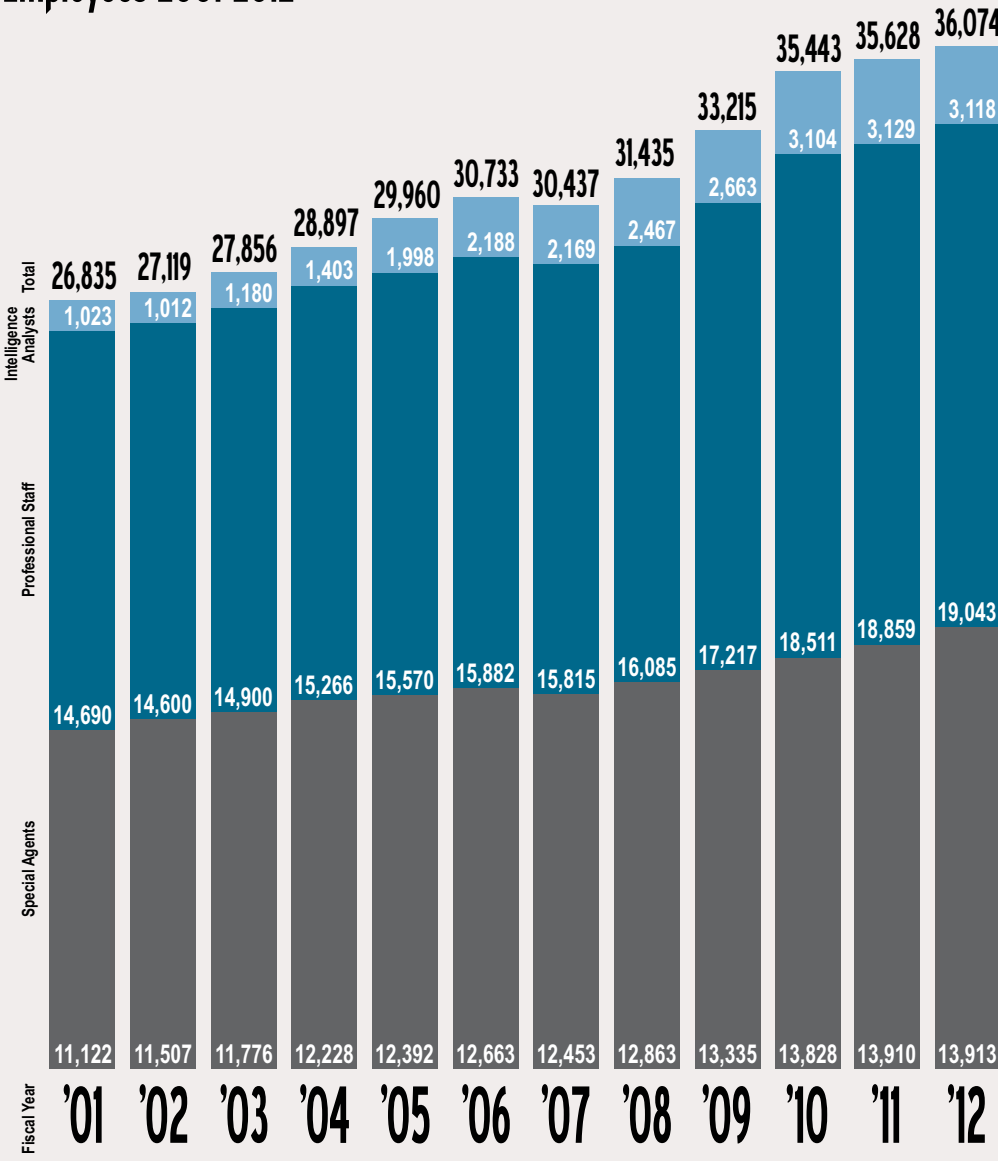
Since the events of 9/11, the FBI has not only expanded its traditional partnerships with law enforcement (including with colleagues overseas and with dozens of agencies throughout federal government), but has also developed new relationships with industry, academia, and the public. These many partners contribute significantly to the success of the FBI. The following reflects the growth in some key initiatives since 2001.

	2001	2012
<b>Safe Streets Task Forces</b>	<b>184</b>	<b>164</b>
<b>State, Local, and Federal Task Force Members</b>	<b>1,277</b>	<b>2,347</b>
Safe Streets Task Forces focus on reducing gang-related violence by identifying and targeting the most violent gangs and gang members.		
<b>Joint Terrorism Task Forces</b>	<b>35</b>	<b>103</b>
<b>State, Local, and Federal Task Force Members</b>	<b>475</b>	<b>4,492</b>
Joint Terrorism Task Forces bring joint operations and intelligence sharing to the domestic effort to protect America from terrorist threats.		
<b>InfraGard Chapters</b>	<b>76</b>	<b>86</b>
<b>InfraGard Members</b>	<b>2,731</b>	<b>51,953</b>

InfraGard is a public-private partnership dedicated to protecting critical U.S. infrastructures, such as computer networks.

# Intelligence-Driven, Threat-Focused

## Employees 2001-2012



## FBI Budget Authority

**2001** **\$3.81** billion

Includes \$3.24 billion for salaries and expenses and \$16.7 million for construction.

**2012** **\$8.12** billion

Includes more than \$8 billion for salaries and expenses and nearly \$81 million for construction.



## FBI Headquarters

At FBI Headquarters in Washington, D.C., personnel from a wide range of disciplines organize and coordinate FBI activities around the world. They set investigative priorities, oversee intelligence activities and major cases, and manage the organization's resources, technology, and staffing.

As the FBI has grown, some Headquarters functions have moved to other locations. The Criminal Justice Information Services Division is located in Clarksburg, West Virginia. The Laboratory, Operational Technology Division, and FBI Academy are located in Quantico, Virginia. The FBI's Counterterrorism Division is co-located with the Central Intelligence Agency's Counterterrorism Division and the National Counterterrorism Center in a state-of-the-art facility in Virginia. Other specialized facilities, such as high-tech computer forensics centers, are housed at various locations across the country.



## Headquarters Structure, January 2013

### Director

### Deputy Director

### Associate Deputy Director

- Office of Law Enforcement Coordination

### Chief of Staff/Senior Counsel to the Director

### Deputy Chief of Staff

### Office of the Director/Deputy Director/Associate Deputy Director

- Facilities and Logistics Services Division
- Finance Division
- Inspection Division
- Office of Congressional Affairs
- Office of Equal Employment Opportunity Affairs
- Office of Integrity and Compliance
- Office of Professional Responsibility
- Office of Public Affairs
- Office of the General Counsel
- Office of the Ombudsman
- Records Management Division
- Resource Planning Office

### National Security Branch

- Executive Assistant Director
- Associate Executive Assistant Director
- Counterintelligence Division
- Counterterrorism Division
- Directorate of Intelligence
- Weapons of Mass Destruction Directorate

### Criminal, Cyber, Response, and Services Branch

- Executive Assistant Director
- Criminal Investigative Division
- Critical Incident Response Group
- Cyber Division
- International Operations Division

### Human Resources Branch

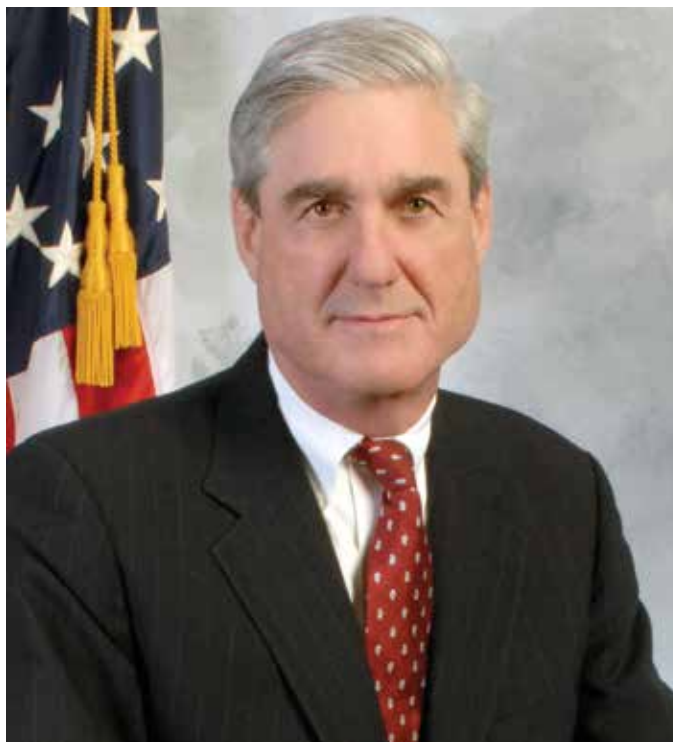
- Executive Assistant Director
- Human Resources Division
- Security Division
- Training Division

### Science and Technology Branch

- Executive Assistant Director
- Associate Executive Assistant Director
- Criminal Justice Information Services Division
- Laboratory Division
- Operational Technology Division

### Information and Technology Branch

- Executive Assistant Director and Chief Information Officer
- Associate Executive Assistant Director and Deputy Chief Information Officer
- Information Technology Engineering Division and Chief Technology Officer
- Information Technology Management Division
- Information Technology Services Division
- Office of the Chief Knowledge Officer



**Director Robert S. Mueller, III**

### National Security Branch

Created in September 2005, the National Security Branch unites the capabilities of the FBI's national security operations into a single, seamless force—combining the missions and resources of the counterterrorism, counterintelligence, weapons of mass destruction, and intelligence elements under the leadership of a senior Bureau official.

### Criminal, Cyber, Response, and Services Branch

The Criminal, Cyber, Response, and Services Branch is responsible for investigations of white-collar crime, violent crime, organized crime, public corruption, civil rights violations, and drug-related crime. It also oversees all computer-based crime related to counterterrorism, counterintelligence, and criminal threats against the United States.

### Human Resources Branch

The Human Resources Branch supports the FBI's human capital needs, enhancing and expanding the capabilities of Bureau employees and partners. It directs the FBI's leadership development efforts, all human resources programs, training and research, and the security of people, information, operations, and facilities.

### Science and Technology Branch

Established in July 2006, the Science and Technology Branch centralizes the FBI's scientific and technological capabilities and functions. Its highly trained professionals support the FBI and its partners by creating, adapting, and deploying state-of-the-art tools and techniques to collect, analyze, and share information and evidence.

### Information and Technology Branch

The Information and Technology Branch delivers reliable and effective technology solutions to fulfill the FBI's mission, leads the strategic direction for the FBI's information technology, and promotes and facilitates the creation, sharing, and application of FBI knowledge products to improve overall effectiveness.





## Field Offices

The nuts-and-bolts work of the FBI is done in its 56 field offices and their approximately 380 satellite offices, known as resident agencies. In these offices, special agents, intelligence analysts, language specialists, surveillance experts, and other professionals collect intelligence and conduct investigations to build cases for prosecution. These teams investigate clues, track down leads, and work with local law enforcement and other partners to arrest terrorists, spies, and criminals of all kinds. A special agent in charge oversees each field office, except for the largest field offices in New York City, Los Angeles, and Washington, D.C., which are headed by an assistant director in charge.

## FBI Field Offices

- 
- |                              |                                |
|------------------------------|--------------------------------|
| 1. Albany, New York          | 29. Memphis, Tennessee         |
| 2. Albuquerque, New Mexico   | 30. Miami, Florida             |
| 3. Anchorage, Alaska         | 31. Milwaukee, Wisconsin       |
| 4. Atlanta, Georgia          | 32. Minneapolis, Minnesota     |
| 5. Baltimore, Maryland       | 33. Mobile, Alabama            |
| 6. Birmingham, Alabama       | 34. New Haven, Connecticut     |
| 7. Boston, Massachusetts     | 35. New Orleans, Louisiana     |
| 8. Buffalo, New York         | 36. New York, New York         |
| 9. Charlotte, North Carolina | 37. Newark, New Jersey         |
| 10. Chicago, Illinois        | 38. Norfolk, Virginia          |
| 11. Cincinnati, Ohio         | 39. Oklahoma City, Oklahoma    |
| 12. Cleveland, Ohio          | 40. Omaha, Nebraska            |
| 13. Columbia, South Carolina | 41. Philadelphia, Pennsylvania |
| 14. Dallas, Texas            | 42. Phoenix, Arizona           |
| 15. Denver, Colorado         | 43. Pittsburgh, Pennsylvania   |
| 16. Detroit, Michigan        | 44. Portland, Oregon           |
| 17. El Paso, Texas           | 45. Richmond, Virginia         |
| 18. Honolulu, Hawaii         | 46. Sacramento, California     |
| 19. Houston, Texas           | 47. Salt Lake City, Utah       |
| 20. Indianapolis, Indiana    | 48. San Antonio, Texas         |
| 21. Jackson, Mississippi     | 49. San Diego, California      |
| 22. Jacksonville, Florida    | 50. San Francisco, California  |
| 23. Kansas City, Missouri    | 51. San Juan, Puerto Rico      |
| 24. Knoxville, Tennessee     | 52. Seattle, Washington        |
| 25. Las Vegas, Nevada        | 53. Springfield, Illinois      |
| 26. Little Rock, Arkansas    | 54. St. Louis, Missouri        |
| 27. Los Angeles, California  | 55. Tampa, Florida             |
| 28. Louisville, Kentucky     | 56. Washington, D.C.           |

## Legal Attaché Offices

### Americas

1. Bogotá, Colombia
2. Brasília, Brazil
3. Bridgetown, Barbados
4. Buenos Aires, Argentina
5. Caracas, Venezuela
6. Mexico City, Mexico
7. Ottawa, Canada
8. Panama City, Panama
9. Santiago, Chile
10. Santo Domingo, Dominican Republic
11. San Salvador, El Salvador

### Africa

12. Accra, Ghana
13. Addis Ababa, Ethiopia
14. Algiers, Algeria
15. Cairo, Egypt
16. Dakar, Senegal
17. Lagos, Nigeria
18. Nairobi, Kenya
19. Pretoria, South Africa
20. Rabat, Morocco

### Asia

21. Bangkok, Thailand
22. Beijing, China
23. Canberra, Australia
24. Hong Kong, China
25. Jakarta, Indonesia
26. Kuala Lumpur, Malaysia
27. Manila, Philippines
28. New Dehli, India
29. Phnom Penh, Cambodia
30. Seoul, South Korea
31. Singapore, Singapore
32. Tokyo, Japan

## International Offices

The threats posed by criminals and terrorists that cross borders require the FBI to work seamlessly with law enforcement and intelligence agencies around the world. The critical work of coordinating these activities is primarily conducted in the Bureau's 63 international offices—known as legal attachés, or legats—and 15 legat sub-offices. These offices, located in U.S. Embassies, are headed by a special agent.

Each legat works with law enforcement and security agencies in their host country to coordinate investigations of interest to both countries. The rules for joint activities and information sharing are generally spelled out in formal agreements between the United States and the legat's host country. In addition to the work of legats, the Bureau often deploys agents and crime scene experts to assist in the investigation of attacks in other countries as requested and stations personnel overseas in such global partnerships as Interpol and Europol.



- 33. Astana, Kazakhstan
- 34. Ankara, Turkey
- 35. Athens, Greece
- 36. Bucharest, Romania
- 37. Budapest, Hungary
- 38. Kyiv, Ukraine
- 39. Moscow, Russia
- 40. Riga, Latvia
- 41. Sarajevo, Bosnia and Herzegovina
- 42. Sofia, Bulgaria
- 43. Tbilisi, Georgia
- 44. Warsaw, Poland

45. Berlin, Germany
46. Bern, Switzerland
47. Brussels, Belgium
48. Copenhagen, Denmark
49. London, England
50. Madrid, Spain
51. Paris, France
52. Rome, Italy
53. The Hague, Netherlands
54. Vienna, Austria

55. Abu Dhabi, United Arab Emirates
56. Amman, Jordan
57. Baghdad, Iraq
58. Doha, Qatar
59. Islamabad, Pakistan
60. Kabul, Afghanistan
61. Riyadh, Saudi Arabia
62. Sana'a, Yemen
63. Tel Aviv, Israel





# History





# For the FBI,

**the past has truly been prologue,  
as the famous Shakespeare  
saying goes.**

Each successive chapter in Bureau history has brought its own set of emerging crime and security threats—from gangsters to mobsters, from spies to serial killers, from Internet predators to international terrorists—challenging the organization to consistently adapt and respond.

At the same time, the world around the FBI has been forever changing, too. Science and technology have advanced in leaps and bounds; cultural trends and social expectations have shifted like the sands. For the Bureau, an accepted technique or tool of one era might be controversial the next, keeping the FBI on its toes, responsive to the American people and changing times.

The result has been an organization built for change, one that is always learning and growing and constantly finding new and better ways of protecting the nation.

For more than a century, the FBI has regularly added to its investigative and intelligence tools and talents—with each innovation building on the last. Over time it has become expert at mapping crime scenes and surveilling targets; at poring over financial ledgers and diving into the depths in search of clues; at staging complex under-cover operations and breaking cryptic codes; at peering into human cells to help determine guilt or innocence; and at using intelligence to get its arms around a threat and disable it. As a result, the FBI has developed a suite of capabilities that is unmatched in any other single national security agency in the world.

What follows is a brief summary of the FBI's first century grouped into seven distinct periods, which sheds light on how today's FBI—shaped by history and strengthened by successes and stumbles alike—has come into being over the course of time.

For a more in-depth look at FBI history, visit [www.fbi.gov/fbihistory](http://www.fbi.gov/fbihistory), which includes downloadable PDF and text versions of the 125-page publication *The FBI: A Centennial History, 1908-2008*.

During World War II, thousands of women joined the FBI, filling positions left by those who had enrolled in the armed forces and taking new jobs required by the war effort. Pictured here is a radio operator who served at a station in Washington, D.C.

## The Nation Calls, 1908-1923

It was the summer of 1908, and Teddy Roosevelt's attorney general had a problem. Charles Bonaparte sorely needed his own squad of investigators to probe federal crimes. He had been borrowing agents—at a steep cost—from the Secret Service, but when he complained to Congress, it banned that practice entirely. So Bonaparte



**Charles Bonaparte**

took matters into his own hands. In late June, he quietly built his own force of 34 investigators, and on July 26, he issued an order describing a "regular force of special agents" that would investigate certain cases of the Department of Justice. That order marked the official beginning of the organization that would ultimately become the FBI.

This new force was not given its first name—the Bureau of Investigation—until March 1909. With no training, poor management, and the heavy hand of politics influencing personnel decisions, the early Bureau was a shadow of its future self. But it was already gaining experience investigating white-collar fraud, civil rights violations, and human trafficking—three staples of its work today.

It was even getting its feet wet in the national security arena, handling cases of treason, anarchism, and cross-border smuggling. And with the outbreak of World War I in 1917, the Bureau was



**J. Edgar Hoover**

given responsibility for espionage, sabotage, and sedition—putting the agency in the counter-spy business less than a decade into its history. A series of anarchist bombings directed at national leaders in 1919 and 1920 gave the FBI its first taste of terrorism and led to the Palmer Raids—a massive roundup of radicals that was heavily criticized for infringing on civil rights. It was an important lesson for the young Bureau and helped temper the country's attitudes towards radicalism. The "war to end all wars" was over, but a new one was just beginning—on the streets of America.



**Employees of the Bureau's Identification Division in 1929. The division was stood up five years earlier to manage the nation's fingerprint collection.**



## The FBI and the American Gangster, 1924-1938

By the 1920s, America's cities were growing and so was crime. A rising tide of professional criminals and gangsters—made richer and bolder by Prohibition, which banned the production and sale of alcohol—had begun to operate with impunity in Chicago, New York, and other metropolitan areas. During the Roaring Twenties, bank robbery, kidnapping, auto theft, gambling, and drug trafficking became increasingly common crimes.

Hobbled by the need for training and tools, law enforcement was ill equipped to take on this surging national crime wave. In the Bureau, things were not much better. The organization was no model of efficiency and had a growing reputation for politicized investigations. That began to change when a young Department of Justice lawyer named J. Edgar Hoover was named Director in 1924. Hoover quickly and steadily reformed the Bureau, weeding out incompetent employees, stepping up requirements for special agents, and instituting regular inspections at Headquarters and in the field offices. Working with police chiefs and others, Hoover also led the

Bureau into modern fields that it has been in ever since—creating a national database of fingerprints (1924); launching formal training for agents (1928) and law enforcement (1935); collecting comprehensive crime statistics (1930); and opening the organization's first technical crime lab (1932).

Those reforms were just in time, as a band of notorious gangsters—ruthless criminals like John Dillinger, "Pretty Boy" Floyd, Bonnie and Clyde, Alvin Karpis and the Barker gang, and "Baby Face" Nelson—began to take center stage in the early 1930s. The Bureau frequently lacked the jurisdiction to investigate what were often local crimes, but beginning in 1933—after the infamous Kansas City Massacre left one agent and three other lawmen dead—it started to gain more authorities to take down these gangsters. New laws gave agents the ability to carry weapons and make arrests and granted the Bureau federal jurisdiction over kidnappings and bank robberies. And in July 1935, it officially became the Federal Bureau of Investigation—the FBI. By 1936, all of the "public enemies" were either jailed or dead, and the Bureau and its "G-Men" were household names and even icons of popular culture. But the next challenge was close at hand, with another world war brewing in Europe.



IDENTIFICATION  
ORDER NO. 1227  
May 21, 1934

DIVISION OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE  
WASHINGTON, D. C.  
NATIONAL MOTOR  
VEHICLE THEFT ACT



DIVISION  
U. S. DEPARTMENT OF JUSTICE

WANTED

CLYDE CHAMPION BARROW, aliases CLYDE BARROW, et al.  
WILLIAMS, ELDON WILLIAMS, JACK NALE, ROY BAILEY.



received  
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17, 1932.

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T ACT

A gallery of gangsters:  
"Baby Face" Nelson (top left); "Pretty Boy" Floyd (bottom left); Bonnie and Clyde (center); John Dillinger (right).

## World War, Cold War, 1939-1953

Heading into the late 1930s, the Bureau was more capable than ever. But with the world rushing headlong into war and the pendulum swinging back toward national security, the FBI would need to retool its operations again.

Even before World War II erupted, the nation sought better intelligence to understand the threats posed from afar. In the 1930s, the FBI had already been asked to start gathering information on the potential threats to national security posed by fascist and communist groups. In 1940, President Roosevelt tasked the FBI with setting up an intelligence network in the Western Hemisphere; the FBI responded by creating the Special Intelligence Service (SIS), sending scores of undercover agents to Central and South America during the war to knock out Axis spy nests, with great success. Around that time, the FBI also started officially stationing agents as diplomatic liaisons in U.S. Embassies—the forerunner of today's legal attachés—to coordinate international leads arising from the Bureau's work. The SIS ended in 1947, giving way to the new Central Intelligence Agency, but the effort helped develop the Bureau's intelligence capabilities and strengthen its growing network of overseas offices.

When war did finally come to America—with a bang at Pearl Harbor—the FBI was ready. Hoover quickly implemented war plans already in place and put the FBI on a 24/7 schedule of helping to protect the homeland and support the larger war effort. The FBI ended up playing a vital role—from rounding up draft dodgers to investigating fraud in wartime manufacturing, from tracking down spies on U.S. soil to breaking enemy codes, from helping major industrial plants tighten up security to preventing sabotage on U.S. soil by running to ground every hint of potential attack.

The nation breathed a sigh of relief when the war ended in 1945, but a new, more insidious conflict with the Soviet Union was just beginning. Revelations that year from former Soviet intelligence agents like Igor Guzenko and Elizabeth Bentley, information gleaned from FBI investigations during and after the war, and decrypted and decoded Soviet cable traffic from a project called Venona (available to the Bureau from 1947), convinced the FBI of the seriousness of the Soviet intelligence threat. The Bureau had some catching up to do, but it worked with its partners to dismantle Soviet spy networks and remove dangerous moles from the federal government. Though the cat and mouse spy game continues to this day, the FBI played an essential role during the chilling years of the Cold War.



**FBI agents on a stakeout during a kidnapping case in the 1940s.**







## And Justice for All, 1954-1971

When the Supreme Court overturned segregation in America's schools in 1954 and a black woman named Rosa Parks refused to give up her seat on an Alabama bus the following year—resulting in a boycott led by a young Martin Luther King, Jr.—a pent-up civil rights movement was finally unleashed. The next two decades would be a time of upheaval, protest, and violence as the nation grappled not only with the issue of racial equality but also with an unpopular war in Vietnam.



**A Freedom Riders bus is set on fire in Alabama on May 14, 1961.**

Wrapped up in this struggle was the FBI. It had cut its investigative teeth on civil rights crimes and had successfully beaten back a resurgent Ku Klux Klan (KKK) in the 1920s. Still, the Bureau faced plenty of obstacles in its early days—from the lack of jurisdiction in lynchings and other bias-based crimes to witnesses unwilling to cooperate and juries unwilling to convict. Meanwhile, in the 1950s and early 1960s, the Klan made a comeback, and its backlash against the burgeoning civil rights movement was brutal. It shot down civil rights activist Medgar Evers in his Mississippi driveway in 1963 and dynamited a Birmingham Baptist church later that year, killing three African-American school girls. And in 1964, the KKK murdered three civil rights workers in a case that came to be known as Mississippi Burning.

Director Hoover told his agents to “do whatever it takes to defeat the Klan,” and they did, risking their own lives in the process. In addition to putting extensive firepower into solving major cases, the FBI began building a base of sources and working long hours to penetrate the KKK. Some Klan criminals escaped justice with the help of

friendly juries, but in the end, the FBI broke the back of the KKK in the South. Protecting civil rights—preventing and addressing hate crime, police brutality, human trafficking, and other crimes that threaten the freedom of all Americans—remains a top FBI priority to this day.

The Bureau's record in addressing the dark underbelly of Vietnam War protests—which included violent attacks and bombings of government buildings—was more mixed. Despite a few investigative successes, the FBI's use of some of the same techniques to gather intelligence on U.S. subversive groups as were used on Soviet spies didn't sit well with the American people when the methods came to light in the 1970s. As a result, the FBI—especially following the death of J. Edgar Hoover in 1972 after 48 years at the helm—began to reform itself and operate under a stronger set of national security controls and guidelines.

## Crime and Corruption Across America, 1972-1988

Less than two months after Hoover's death—on June 17, 1972—five men were arrested for breaking into the Democratic National Committee headquarters in a D.C. hotel and office complex known as the Watergate. The botched burglary would snowball into a national scandal, leading to the fall of a U.S. president and ushering in a new era of distrust and cynicism toward government.

For the FBI, it was one of the most important and sensitive investigations in its history—and a sign of things to come. The Bureau itself would come under increasing scrutiny—not only for its sometimes controversial



**During the 1970s, more women began joining the ranks of the FBI, including—for the first time since the 1920s—as special agents.**

role in the Watergate investigation but also for questionable practices under Hoover. Over the next quarter century, the Bureau reformed itself under new leadership—which included three new Directors: Clarence Kelley (1973-1978), William Webster (1978-1987), and William Sessions (1987-1993)—concentrating on the most important threats and on the quality—not quantity—of investigations.



In 1967, the FBI launched the National Crime Information Center, or NCIC, an electronic clearinghouse of criminal justice information (mug shots, crime records, etc.) that can be tapped into by police officers in squad cars or by law enforcement agencies nationwide.

The FBI would have its hands full battling those threats. Radical unrest continued into the 1970s and beyond, with homegrown extremists like the Weather Underground bombing government buildings and the Symbionese Liberation Army kidnapping newspaper heiress Patty Hearst. Lingering Cold War spies and a rash of government moles selling state secrets culminated in a succession of key cases; there were so many espionage arrests in 1985 alone that the press dubbed it the “Year of the Spy.” Crime and corruption were also breaking out across America, from a growing breed of white-collar criminals looking to line their pockets through fraud to a network of organized crime families looking to strengthen their grip on big cities nationwide. Using new methods like long-term undercover operations and new authorities like enterprise racketeering laws, the FBI produced a series of significant cases—such as Unirac, the Pizza Connection, Brilab, Greyford, and Abscam—which helped cripple the Mafia and root out crookedness in government.

Throughout this period, the FBI was also increasing its capabilities—helping to pioneer DNA analysis and criminal profiling and expanding its training at the new FBI Academy in rural Virginia—while integrating added responsibilities into its work. In 1982, the Bureau was

tasked with handling narcotics violations along with the Drug Enforcement Administration. It was also given more authorities to investigate terrorism and began setting up multi-agency Joint Terrorism Task Forces to prevent and respond to a rising tide of terrorist attacks.

## A World of Trouble, 1989-2001

The focus on terrorism came none too soon. On December 21, 1988, Pan Am Flight 103 exploded over Lockerbie, Scotland, killing all 259 passengers and crew. The attack took the lives of 180 Americans, making it to this day one of the most lethal terrorism strikes ever against the United States.

The Lockerbie bombing—ultimately solved through a massive, multi-national investigation—was a shocking prelude to a new age of international crime and terror. Within a few short years, the Berlin Wall would fall and the Soviet Union would collapse, ending the Cold War and its repressive regime. Within a few more years, the progressive march of technology would lead to a new worldwide web of computer networks. These changes brought a fresh set of security challenges. A rising number of international crime groups started operating across borders



## Federal Bureau of Investigation and Prior Names

Designated as	Date
No specific name assigned; referred to as special agent force	July 26, 1908
Bureau of Investigation	March 16, 1909
U.S. Bureau of Investigation	July 1, 1932
Division of Investigation (The Division also included the Bureau of Prohibition)	August 10, 1933
Federal Bureau of Investigation	July 1, 1935

## The Director



The FBI is headed by a Director who is appointed by the president and confirmed by the Senate. In 1976, Congress enacted a law limiting the FBI Director to a single term of no longer than 10 years. In May 2011, President Barack Obama asked Director Robert

S. Mueller, whose 10-year term was to end in September 2011, to stay on for two more years. Congress later passed corresponding legislation that extended Director Mueller's tenure until August 2013.

### Since its creation in 1908, the FBI has had 10 Directors:

1908-1912	Chief Examiner Stanley Finch
1912-1919	Chief A. Bruce Bielaski
1919-1921	Director William J. Flynn
1921-1924	Director William J. Burns
1924-1972	Director J. Edgar Hoover
1973-1978	Director Clarence M. Kelley
1978-1987	Director William H. Webster
1987-1993	Director William S. Sessions
1993-2001	Director Louis J. Freeh
2001-present	Director Robert S. Mueller, III

with impunity, trafficking in everything from drugs and other contraband to even women and children. As a result of a more competitive global marketplace, economic espionage and intellectual property rip-offs began to surge. And with the growing power of the Internet, spies and criminals could suddenly launch electronic attacks anywhere, anytime, from the comfort of their own crime dens.



**An FBI agent comforts a man who lost a loved one in the 1995 Oklahoma City Bombing. Reuters photo**

Meanwhile, terrorists were increasingly conspiring to attack Americans, both at home and abroad. They included a shadowy terror group known as al Qaeda—led by Osama bin Laden—which had taken shape in safe havens overseas. In 1993, one of its operatives bombed the World Trade Center in New York, killing six and injuring more than a thousand. Two years later, anti-government extremist Timothy McVeigh killed 168 people by parking a fertilizer bomb underneath an Oklahoma City federal building in the deadliest act of homegrown terror in the nation's history. Al Qaeda struck again in 1998 with twin attacks on U.S. Embassies in East Africa and again in 2000 by blowing a hole in a U.S. Navy destroyer off the coast of Yemen.

The FBI responded to this globalization of crime and terror by growing its own network of international offices known as legal attachés, or legats. These legats, which have worked out of U.S. Embassies overseas since World War II, build mutually beneficial partnerships that help track leads, share information, and solve cases. Under Director Louis Freeh (1993-2001), the FBI more than doubled its global footprint by early 2001, with 44 offices operating in strategic locations worldwide. It also ramped up its anti-terror operations, launching its first Counterterrorism Division in 1999 to consolidate its expanding capabilities.

At the same time, the FBI was building its cyber skills and creating new programs focused on safeguarding infrastructure, gathering digital evidence, and protecting kids from online predators.

## A New Era of National Security, 2001-Present

It was the most horrific morning in American history—a series of hijacked planes slamming into national landmarks and taking the lives of nearly 3,000 men, women, and children. The attacks of 9/11 were nothing less than a calculated act of mass murder, the largest the nation had ever endured, carried out by al Qaeda operatives at Osama bin Laden's behest. For the FBI—and America—a new era of national security had begun.

The ensuing investigation was the largest in Bureau history; it quickly identified the hijackers and their clear link to al Qaeda and helped to make sure there were no more attackers waiting in the wings. But the newly minted Director of the FBI—former Lockerbie bombing prosecutor Robert S. Mueller, III—knew the Bureau would never be the same. It needed to overhaul itself on the fly...to be more predictive and preventative—adept at not just investigating terrorist attacks and major crimes but at keeping them from ever getting off the ground. At the same time, the FBI had to be a different kind of organization—one that was intelligence-driven in its approaches to all national security and criminal threats.

The Director set about building this new organization bit by bit, working from recommendations of the 9/11 Commission and other independent groups. He created new

organizational entities like the Directorate of Intelligence and the National Security Branch, greatly strengthened counterterrorism operations, hired waves of new analysts and other needed professionals, bolstered partnerships and information sharing, and put new technological tools in the hands of his employees.

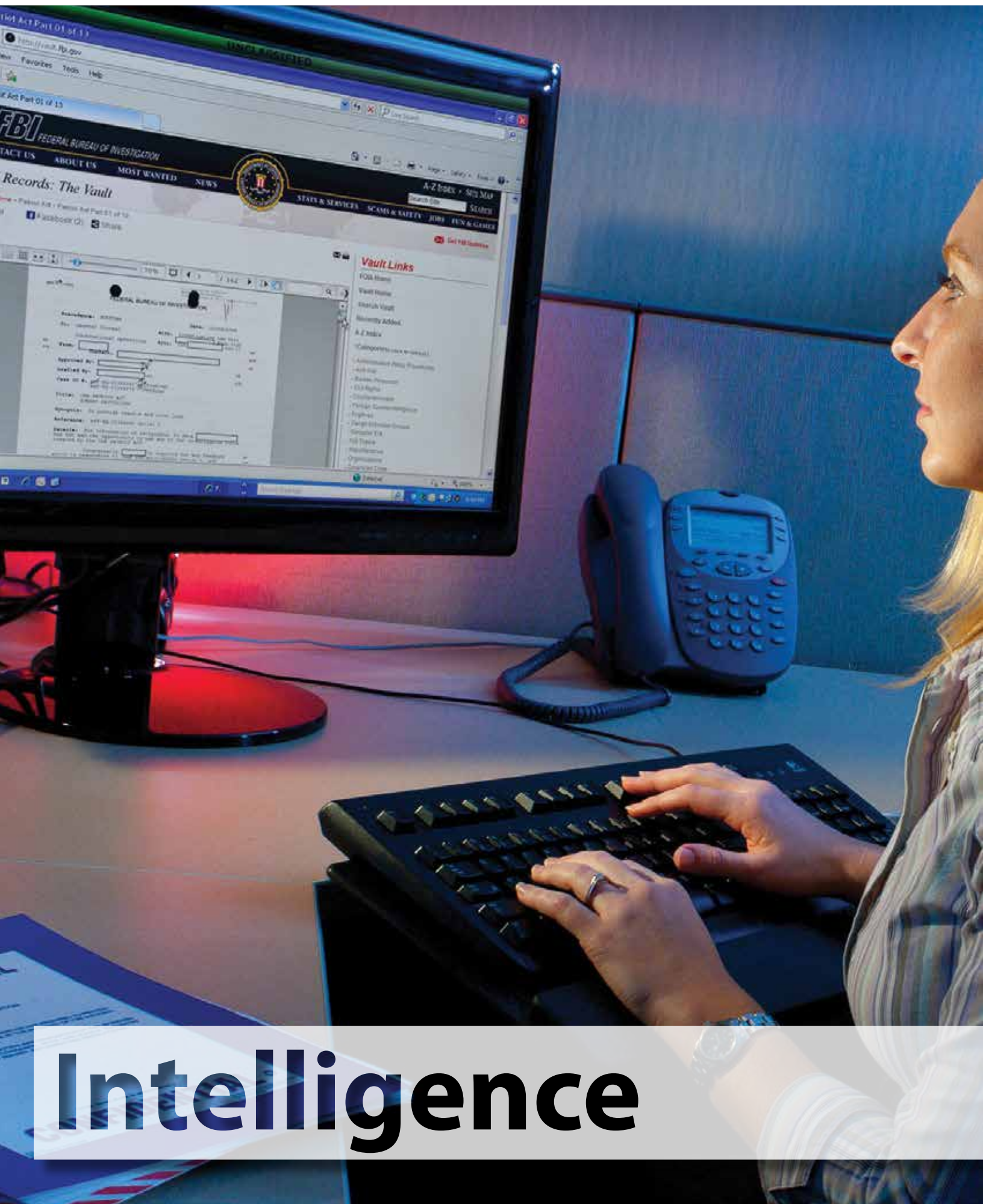
Over the past dozen years, the FBI has used these assets not only to stifle a series of terrorist plots but also to support operations in Iraq and Afghanistan and become ingrained into the intelligence community and national security apparatus. The Bureau has continued to tackle threat after evolving threat—the uptick of gangs in local communities; the emergence of mega-crimes like corporate fraud and other high-dollar, white-collar schemes; the continuing specter of public corruption; and the proliferation of online scams and cyber attacks from all quarters. Despite the nearly constant adjustments the Bureau has made over the past century, the post 9/11 shift has represented one of the most dynamic transformations in the history of the FBI.

Only time will tell what the coming years will bring, but the men and women of the Bureau move forward building on a solid foundation—on more than a century's worth of innovation and leadership, on a track record of crime-fighting that is perhaps second to none. Along the way, the FBI has shown that it is resilient and adaptable, able to learn from its mistakes. It has built up a full complement of investigative and intelligence capabilities that can be applied to any threat. And it has gained valuable experience in balancing the use of its law enforcement powers with the need to uphold the cherished rights and freedoms of the American people.




The FBI has more than 100 Joint Terrorism Task Forces around the country, made up of over 4,400 members from hundreds of local, state, and federal law enforcement agencies.





# Intelligence



An FBI analyst at work  
in a Bureau field office.

# As the nation's

**long-time leader in domestic intelligence, the FBI since its earliest days has been in the business of gathering, analyzing, and sharing intelligence to solve complex cases, dismantle criminal organizations, help prevent crime and attacks, and better understand and neutralize emerging threats.**

The FBI developed a network of sources, for example, to infiltrate the Ku Klux Klan and break its racially violent stranglehold on the South. It used long-running undercover operations to gain insight into and take down organized crime families. It used surveillance, decryption, double agents, and other techniques to ferret out Nazi saboteurs, Soviet spies, and other espionage operations.

The events of 9/11, however, led the FBI—and the nation as a whole—to re-think and re-position its overall approach to intelligence. With prevention rather than after-the-fact investigation its overriding focus, the FBI has transformed itself into a threat-based, intelligence-driven organization and a vital member of the U.S. intelligence community.

Today, intelligence helps the Bureau understand threats to the U.S.—whether from gangs, spies, organized crime groups, hackers, or terrorists—to help protect communities and national security. Intelligence shapes the FBI's decision making, enabling it to allocate scarce resources effectively, focus on the cases with the potential to neutralize the greatest threats, and develop sources with answers to pressing questions. When the Bureau shares this information with its intelligence community partners, the benefits are shared as well, enhancing the effectiveness of the FBI's homeland security efforts. The FBI bolsters the ability of everyone with a role in protecting the American people—from the patrol officer to the president—to make informed decisions.

The FBI's intelligence efforts are led by the Directorate of Intelligence at FBI Headquarters, but the entire Bureau has a role in supporting the intelligence mission.



## Understanding Threats and Vulnerabilities

As a national security organization, the Bureau uses intelligence to develop a comprehensive understanding of the threats facing the nation.

The Bureau today looks at every major national security and crime threat through the prism of intelligence. It asks itself, "What do we know about this threat? What don't we know? Where do we need to direct resources to fill in the missing gaps? What threats are just around the corner that we should be preparing for now?"

Each field office, working through its own Field Intelligence Group, or FIG—a team of agents, analysts, linguists, and other professionals dedicated to analysis and information sharing—is charged with identifying and evaluating the major assets in its respective "domain." These assets can be anything from major landmarks that might be targets of terrorists...to universities, military bases, and industrial plants that could be vulnerable to economic or more tradi-

tional espionage...to electronic infrastructure that could be penetrated by hackers and prying nation-states around the globe. Analysts examine intelligence gleaned from cases and combine it with publicly available data about an area's infrastructure, economy, and other information to develop a thorough understanding of their territory and the threats and vulnerabilities it faces.

Within FBI Headquarters, every investigative program—not just in the Counterterrorism Division—is now focused on using intelligence to understand the larger threat picture. The Cyber and Criminal Investigative Divisions, for example, each have stood up intelligence sections. A new National Gang Intelligence Center, staffed with representatives from throughout government, integrates and shares gang information among local, state, and federal law enforcement agencies. There are new intelligence components within the Criminal Justice Information Services Division and the Critical Incident Response Group. Intelligence also factors heavily into such issues as security on the Southwest border, including at the FBI's Southwest Intelligence Group located in the multi-agency El Paso Intelligence Center in Texas.





Along with information gathered by agents in the course of their investigations that can now be shared across the legal “wall” with intelligence operations, the FBI has also better institutionalized information sharing and outreach with law enforcement partners, intelligence community colleagues, global counterparts, and major industry groups in the private sector. This exchange takes place through such entities as the multi-agency National Counterterrorism Center, the National Joint Terrorism Task Force at FBI Headquarters, and the more than 100 Joint Terrorism Task Forces around the country. Initiatives like InfraGard, the Domestic Security Alliance Council, and the Counterintelligence Strategic Partnership Program also enable a two-way flow of vital information with private and public sector partners on a regular basis.

All of these efforts help direct national activities and help individual managers guide the actions of their respective offices. They improve the FBI’s ability to proactively identify threats and manage current investigations strategically, putting resources where they can do the most good. They help in the identification of new opportunities for intelligence collection and criminal prosecution. They also enable the Bureau to provide businesses, operators of critical infrastructure, and individuals in the community with the information they need to protect themselves.

This new approach has driven significant changes in the Bureau’s structure and management, resource allocation, hiring, training, recruitment, information technology systems, interagency collaboration, and information sharing, as well as caused a paradigm shift in the FBI’s cultural mindset. These changes have transformed the Bureau into a national security organization that fuses traditional law enforcement and intelligence missions. At the same time, the FBI remains vigilant in upholding the Constitution and the rule of law and protecting privacy rights and civil liberties.

## Requirements

The FBI intelligence cycle begins with requirements—questions that investigators, analysts, and policy makers need to answer to protect the nation. Requirements can be issued by the intelligence community, state and local law enforcement partners, or by the FBI itself. Each Bureau investigative program has a set of national requirements, and each field office has a set of local requirements to meet. Here are some examples of the types of requirements the FBI handles every day:

- ◆ The Criminal Investigative Division at Headquarters wants to know if there are signs of a particular gang in certain regions.

- ◆ The intelligence community wants to know how money flows to a particular international terrorist organization.
- ◆ A field office wants to know if other offices have seen a particular mortgage scam and how it was detected.
- ◆ A police department wants to know if there are any threats related to an upcoming sporting event.
- ◆ A special agent investigating cyber crimes is working with local companies to help them defend against hackers. She wants to know if anyone has a good contact at a particular technology firm that might be a future target.

These various requirements for collection are consolidated and prioritized by FIG analysts through a careful balancing of factors, including national and regional priorities; the level of threat represented by the subject in each case; and specific concerns, such as requests from local law enforcement or the impact of a particular case on the community.



## Planning and Direction

The FBI can often address an intelligence requirement by analyzing information it has lawfully obtained through its investigations. When the FBI does not have the information necessary to address a requirement, a particular squad may be directed to collect the information. These assignments are given to the squad with the greatest likelihood to have the sources, liaison contacts, or general expertise to gather the needed intelligence.

## Collection

The FBI collects intelligence to further case investigations, to follow threat leads, to help respond to requests from the law enforcement and intelligence communities, and to improve its understanding of a particular issue. These activities must have a proper purpose and may not be initiated based solely

ly on activities protected by the First Amendment, including speech and affiliation with a particular religion.

The FBI's special agents, surveillance specialists, language specialists, and intelligence and financial analysts are all intelligence collectors. Forensics experts at the FBI Laboratory, computer scientists at Regional Computer Forensics Laboratories, and fingerprint examiners working on-scene in Iraq and Afghanistan all contribute to the FBI's intelligence collection capabilities as well.



Intelligence is obtained through activities such as interviews, physical surveillance, wiretaps, searches, and undercover operations. Which techniques can be used in a particular situation depends on the type of investigation, available information justifying the case, and specific authorizations. This is determined by the Constitution, federal laws and regulations, attorney general guidelines, and internal FBI policy.

A general rule is that investigators must use the least intrusive investigative methods possible to accomplish a proper purpose. The FBI has a century of history as a law enforcement agency that operates within the framework of the Fourth Amendment and traditionally looks at information for its ability to stand up to cross-examination in court. This background brings a high level of discipline to the FBI's intelligence efforts.

In addition to the intelligence collection done in operational squads, each field office has one or more squads of special agents who are focused exclusively on gathering intelligence to meet priority requirements. These specially trained agents do not work on cases for prosecution, but apply their

expertise to developing human sources or conducting liaison with law enforcement partners and the private sector. Although they do not take cases to trial, these agents must follow the same restrictions and guidelines as other agents.

FBI Headquarters operational divisions also have counterterrorism, counterintelligence, criminal, cyber, and weapons of mass destruction fusion cells that provide the FBI with a collection and domain perspective on national security and criminal threats. These fusion cells assess the FBI's ability to collect intelligence in order to identify gaps, inform operational strategies, and mitigate threats to drive the FBI's operations.

## Intelligence Products

FBI intelligence products serve a wide audience, including national-level policy and decision makers; intelligence agencies; war fighters; federal, state, local, and tribal law enforcement; and the FBI itself. Below are examples of FBI intelligence products:

- ◆ Intelligence information reports (IIRs) are the primary means for sharing "raw" intelligence. The FBI issues thousands of IIRs per year, and field offices are evaluated on the quality of their IIRs, how quickly those IIRs are completed and sent out, and how well they respond to priority intelligence requirements.
- ◆ Intelligence bulletins (IBs) share information on significant criminal or national security developments or trends of interest to the intelligence and law enforcement communities. IBs may be classified but are prepared at the lowest possible classification level to ensure the broadest dissemination.
- ◆ Situational information-sharing reports are produced by FIGs to apply intelligence previously shared at the national level to the local area in order to assist state and local law enforcement.
- ◆ Intelligence assessments are analytic products that answer one primary intelligence question about a topic or threat.

## Action

Unlike most domestic intelligence agencies around the world, the FBI can exercise law enforcement authority to act on the intelligence it collects. This gives the FBI several distinctive capabilities. The FBI can shift easily between the use of intelligence tools—such as surveillance or source development—and the law enforcement tools of arrest and prosecution. The Bureau can determine hour by hour if it should continue to monitor the subject of an investigation to collect additional intelligence or if that subject presents

an imminent threat to the community and should be arrested to prevent someone from being harmed.

Because national security and criminal threats are often intertwined, the ability to integrate intelligence and investigations makes the FBI uniquely situated to address the nation's threats and vulnerabilities. The FBI's intelligence efforts continue to mature, with an emphasis on integrating intelligence work with operations.

## Key Intelligence Programs and Initiatives

◆ In support of an effort by the Office of the Director of National Intelligence (ODNI) to create a single intelligence community enterprise that is coordinated, integrated, agile, and effective, the FBI and the ODNI have implemented a domestic DNI representative program. Domestic DNI representatives are senior FBI field officials at 12 designated offices across the U.S. who serve as the DNI's principal domestic representatives to the intelligence community within their respective areas of responsibility. In a complementary but separate effort, the FBI is exploring the creation of multi-agency Joint Regional Intelligence Groups to centralize collection and analysis regionally against common threats.

◆ The foreign language program assesses the FBI's language requirements and allocates resources to field offices and legal attachés to support foreign language needs. The program includes a workforce of more than 1,500 linguists who train agents and analysts in different languages and dialects and analyze, interpret, and translate languages for investigations. Since most linguists have lived overseas and are native speakers of the languages for which they are hired, they also possess an understanding of the beliefs, values, and customs of their respective countries and cultures. With this knowledge, linguists can assist agents in identifying potential sources, understanding cultural traditions before a visit or an interview with a subject, or interpreting the body language of the subject or interviewee.

◆ The FBI's 24/7 Intelligence Watch (I-Watch) within the FBI's operations center helps ensure a high level of situational awareness about potential threats and issues affecting the country. The I-Watch proactively monitors current intelligence from all sources to identify information most relevant to FBI programs and national threat priorities. The I-Watch communicates that intelligence to FBI Headquarters, field offices, and legal attachés through focused, value-added, and cross-programmatic reports.

## The National Counterterrorism Center

Created by Congress in 2004, the multi-agency National Counterterrorism Center (NCTC) serves as the nation's primary agency for pooling, analyzing, and integrating intelligence and information specifically related to terrorism threats. FBI personnel—many from the Bureau's Counterterrorism Division—are among those who work at NCTC, with all-source intelligence analysts representing the largest group. NCTC analysts produce the National Threat Bulletin for the president as well as other analytic products. Its secure website, NCTC Online, is the primary dissemination system for terrorism information produced by the center and by other partners, including international ones. The center also conducts strategic operational planning.



## The Intelligence Analyst Workforce

Soon after 9/11, the FBI began recruiting experienced intelligence analysts and students with critical skill sets from around the country. Since then, the FBI has tripled its number of intelligence analysts and significantly increased the number of analysts holding supervisory and senior executive level positions. This growth has been accompanied by a dramatic increase in the capabilities and expertise of the analyst corps. Today, more than half of the FBI's special agents were hired post-9/11 and have "grown up" in the intelligence-led culture of today's FBI, working side-by-side with analysts. The FBI has also instituted programs to enhance the stature of and career options for analysts, including three analyst career paths—tactical, collection/reporting, and strategic. By defining specific analyst functions, the FBI is creating a specialized analytic workforce with the appropriate training, experiences, and opportunities for career development.



FBI agents search for evidence during a multi-agency investigation in Northern Virginia. AP Photo



# Investigations





# For more

**than a century, investigations—  
gathering facts and evidence to  
help determine guilt or innocence  
in courts of law and to prevent  
attacks and crimes from ever  
happening—have been the heart of  
FBI operations.**

In its first few years, the Bureau investigated a small set of crimes and national security issues. Today, the FBI is responsible for handling violations of hundreds of federal laws, often jointly with other local, state, and federal agencies.

Taken together, the FBI's investigations address the most dangerous criminal and security threats facing our communities and our country as a whole—from international and domestic terrorists to spies on U.S. soil...from cyber villains to corrupt government officials...from mobsters to violent gang members...from child predators to serial killers.

These investigations, both collectively and individually, are driven by intelligence—bits of information gathered and synthesized by the FBI and its partners. These cases, in turn, contribute substantially to the FBI's intelligence collection. The various investigative programs also contribute to each other because criminal groups rarely confine themselves to one type of crime. Today, for example, following the trail of money launderers or identity thieves can lead to the unraveling of a terrorist plot.

The FBI's investigative priorities are organized around three primary national security threats—terrorism, espionage/foreign intelligence operations, and cyber and high-tech crimes—and five major criminal threats—public corruption, civil rights violations, organized crime, white-collar crime, and violent crime.

The following pages contain more information about each investigative priority.

## Investigative Successes—Terrorism

- In September 2009—a few days before the anniversary of the 9/11 attacks—the FBI learned that a Colorado resident and al Qaeda recruit was about to carry out a major terrorist attack. Using the Joint Terrorism Task Force's multi-agency approach, task force members located Najibullah Zazi and helped track him to New York City, where he intended to become a suicide bomber in the subway system. As of May 2012, Zazi and six others had been convicted in connection with the plot and related charges.



- In separate investigations, two men admitted attempting to attack government landmarks in the Washington, D.C. area. In November 2012, Rezwan Ferdaus was sentenced for plotting to damage or destroy the Pentagon and U.S. Capitol using large remote controlled aircraft filled with C-4 plastic explosives. In September 2012, Amine El-Khalifi was sentenced to 30 years in prison for planning to carry out a suicide bomb attack on the U.S. Capitol as part of an intended terrorist operation. Both men were arrested following undercover stings.

- In August 2012, two members of a domestic militia group in Georgia were each sentenced to five years in prison for conspiring to obtain an unregistered explosive device and silencer. The pair sought to form a "covert group" that would plan and execute armed attacks on government buildings and federal employees, including law enforcement agents. One of the men had compiled a "bucket list" of government employees, politicians, corporate leaders, and members of the media that he said needed to be "taken out."

## Terrorism

Combating terrorism is the FBI's top investigative priority. Extremists who are determined to use force or violence to advance their political, religious, racial, or social views continue to pose a serious threat to national security and the U.S. economy. Internationally, al Qaeda and its supporters and sympathizers represent the primary terrorism threat to the nation. Domestic extremism threats include violent white supremacists, anarchists, militia groups, and sovereign citizen, animal rights, and environmental extremists.

The FBI leads law enforcement and domestic intelligence efforts to defeat terrorism, working hand-in-hand with partners nationwide and around the world. The Bureau uses its intelligence capabilities to fully understand existing and emerging threats and uses its innovative and time-tested operational and investigative skills to neutralize those threats. The FBI also shares information with its partners worldwide and provides strategic and operational threat analysis to national leaders and the wider intelligence community.

The Counterterrorism Division at FBI Headquarters—now part of a unified National Security Branch—oversees all of the Bureau's terrorism investigations, integrating the work of local field offices and international legal attachés. It provides strategic direction, policies and protocols, and resources such as "fly teams" that provide specialized expertise, language capabilities, and analytical support when needed.

The FBI's primary counterterrorism focus is prevention—detecting, disrupting, and dismantling extremist plots before they happen. It works to stop terrorism at every stage, from investigating financiers who are bankrolling terrorist operations to rolling up cells before they strike. The goal is to create an inhospitable environment for terrorists and their supporters. When terrorist attacks do occur, the FBI works quickly with its partners to identify, locate, and apprehend terrorist subjects and associates, tapping into its vast network of resources and unique expertise.

Since the attacks of 9/11, the FBI has made great strides in strengthening its counterterrorism operations. It has expanded its intelligence capabilities, modernized its business practices and technologies, and significantly improved coordination with its partners. Its work is more global than ever, with counterterrorism agents posted in more than 60 FBI legal attaché offices around the world. Domestically, it leads 103 Joint Terrorism Task Forces



nationwide, which are staffed by FBI agents and other federal, state, and local law enforcement officers. These task forces are supported by the National Joint Terrorism Task Force, which includes 48 government agency and critical industry representatives. The FBI also plays a central role in the National Counterterrorism Center, leads the Terrorist Screening Center and Foreign Terrorist Tracking Task Force, and supports dozens of state and local fusion centers and many other joint initiatives.

One new resource is the Countering Violent Extremism Office within the National Security Branch. The office is working to develop a better understanding of violent extremism in the U.S., strengthen community partnerships, provide briefings to state and local officials and community leaders, and address related operational and mission-support needs. That includes coordinating with other agencies to ensure that the efforts of the U.S. government are aligned.

Another key component is the Weapons of Mass Destruction (WMD) Directorate—created in July 2006 in the National Security Branch to build a more cohesive and organized approach to WMD incidents, with an overriding focus on prevention. To do its job, the directorate proactively seeks out and relies upon intelligence to drive preparedness, countermeasures, and investigations designed to keep threats from becoming reality. It also leads field WMD coordinators and others and taps into the tactical

## Background Investigations

The FBI manages background investigations for all those who apply for positions with the Department of Energy, the Nuclear Regulatory Commission, the Department of Justice, and the FBI. The Bureau also oversees background checks for presidential appointees, White House staff candidates, and U.S. court candidates.

During a background investigation, the FBI will perform extensive records checks (e.g., credit, police records), and FBI investigators will interview current and former colleagues, neighbors, friends, professors, roommates, and co-workers.

and technical expertise of FBI operational and support divisions, embedding personnel in these components as needed and coordinating investigations and initiatives. Through these efforts, the directorate supports the broader work of the U.S. government as a leading partner and active contributor to policy decisions.

**An FBI agent outside the Colorado apartment of Najibullah Zazi.**  
*AP Photo*



## Investigative Successes—Espionage/ Foreign Intelligence Operations

- In July 2010, 10 Russians who had lived seemingly normal lives in the U.S. pled guilty to being spies and were immediately expelled from the country. The FBI's multi-year investigation—dubbed Operation Ghost Stories—found that the spy network was tasked with recruiting sources and collecting information for Russia while blending into American society. Using surveillance and sophisticated techniques, aided by support from intelligence analysts, FBI investigators gathered information to understand the threat posed by the spies as well as their espionage tradecraft.



- In January 2011, Hawaii resident Noshir Gowadia was sentenced to 32 years in prison for giving classified national defense information to China, illegally exporting military technical data, money laundering, filing false tax returns, and other offenses. Gowadia, an engineer with Northrop Grumman Corporation from about 1968 to 1986, provided classified information on the B-2 bomber to China and designed that country a cruise missile resistant to detection by infrared missiles.

- In August 2012, a former software engineer at Motorola was sentenced for stealing the company's trade secrets. She was stopped by U.S. Customs officials in February 2007 at Chicago's O'Hare International Airport with more than 1,000 electronic and paper proprietary documents from Motorola. She was attempting to travel on a one-way ticket to China. Authorities also recovered multiple classified Chinese military documents that described telecommunication projects for the Chinese military.

## Espionage/Foreign Intelligence Operations

Spies might seem like a throwback to earlier days of world wars and cold wars, but they are more prolific than ever—and they are targeting our nation's most valuable secrets.

The threat is not just the more traditional spies passing U.S. secrets to foreign governments, either to fatten their own wallets or to advance their ideological agendas. It is also students and scientists and plenty of others stealing the valuable trade secrets of American universities and businesses—the ingenuity that drives our economy—and providing them to other countries. It is nefarious actors sending controlled technologies overseas that help build bombs and weapons of mass destruction designed to hurt and kill Americans and others. And because much of today's spying is accomplished by data theft from computer networks, espionage is quickly becoming cyber-based.

As the lead agency for exposing, preventing, and investigating intelligence activities on U.S. soil, the FBI continues to work to combat these threats using its full suite of capabilities. Its strategy includes keeping weapons of mass destruction, advanced conventional weapons, and related technology from falling into the wrong hands; safeguarding the secrets of the U.S. intelligence community; protecting the nation's critical assets and infrastructure; and countering the activities of global spies.

An important aspect of the FBI's counterintelligence strategy involves strategic partnerships. That includes sharing the expertise and resources of the FBI, the U.S. intelligence community, other U.S. government agencies, and global partners to counter foreign intelligence activities; coordinating U.S. intelligence community efforts to combat insider threats among its own ranks; and building partnerships with businesses and colleges and universities to strengthen information sharing and counterintelligence awareness.

## Cyber Crime

The FBI is the lead federal agency for investigating cyber attacks by criminals, overseas adversaries, and terrorists.

The threat is incredibly serious—and growing. Cyber intrusions are becoming more commonplace, more dangerous, and more sophisticated. Our nation's critical infrastructure, including both private and public sector networks, are targeted by adversaries. American com-

panies are targeted for trade secrets and other sensitive corporate data, and universities for their cutting-edge research and development. Citizens are targeted by fraudsters and identity thieves, and children are targeted by online predators.

Just as the FBI transformed itself to better address the terrorist threat after the 9/11 attacks, it is undertaking a similar transformation to address the pervasive and evolving cyber threat. This means enhancing the Cyber Division's investigative capacity to sharpen its focus on intrusions into government and private computer networks.



**FBI cyber agents  
at work.**

To support this new focus, the Cyber Division is increasing the size and scope of the National Cyber Investigative Joint Task Force, composed of 18 agencies from the federal law enforcement and intelligence communities. It is also deploying additional resources to field divisions to address local threats and vulnerabilities; hiring more computer scientists to provide technical support; and creating a network of local cyber task forces to improve information sharing and collaboration.

Longstanding and highly successful cyber-based initia-

## Investigative Successes—Cyber Crime

- In June 2012, two dozen people around the world were arrested as part of the largest coordinated international law enforcement action in history directed at carding crimes—offenses in which the Internet is used to traffic in and exploit the stolen credit card, bank account, and other personal identification information of victims. As a result of the takedown and a two-year undercover operation led by the FBI, the Bureau prevented estimated potential economic losses of more than \$205 million.

- In August 2011, Hector Xavier Monsegur, aka Sabu, pled guilty to computer hacking conspiracies and other crimes. A key figure in the shadowy hacking groups Anonymous, LulzSec, and Internet Feds, Monsegur admitted taking part in attacking the websites of Sony Pictures, Fox Broadcasting, PBS, HBGary, and other companies and organizations. In March 2012, five more principal members of Anonymous and related groups in the U.S. and abroad were indicted for hacking.

- In an unprecedented operation, the FBI disrupted an international cyber fraud operation in April 2011 by seizing the servers that had infected as many as two million computers with malicious software. The botnet involved the potent Coreflood virus, a key-logging program that allows the theft of personal and financial information by recording unsuspecting users' every keystroke. Before the FBI shut down the Coreflood operation, cyber thieves made numerous fraudulent wire transfers, costing companies hundreds of thousands of dollars.



## Investigative Successes— Public Corruption

- In December 2011, former Illinois Governor Rod Blagojevich was sentenced to 14 years in prison on 18 felony counts of corruption during his tenure, including trying to illegally trade the appointment of a U.S. senator for \$1.5 million in campaign contributions or other personal benefits; shaking down the chief executive of a children's hospital for \$25,000 in campaign contributions in exchange for an increase in pediatric reimbursement rates; and other crimes.

- In October 2011, the FBI and its Organized Crime Drug Enforcement Task Force partners indicted 70 individuals as part of Operation Delta Blues, which focused on public corruption and drug trafficking in eastern Arkansas. Included in the arrests were five local police officers accused of accepting bribes to watch over shipments of cocaine, crack cocaine, marijuana, and methamphetamines that moved across state lines. By March 2012, four of the police officers had pled guilty.

- In June 2010, Technip S.A.—a global engineering, construction, and services company—agreed to pay a \$240 million criminal penalty to resolve charges related to the Foreign Corrupt Practices Act for its participation in a decade-long scheme to bribe Nigerian government officials to obtain engineering, procurement, and construction contracts. The contracts to build liquefied natural gas facilities on Bonny Island, Nigeria were valued at more than \$6 billion.

**A special agent tracks the progress of Operation Guard Shack, a massive police corruption takedown in October 2010.**

tives and resources such as the Innocent Images National Initiative and the intellectual property theft program are now managed out of the FBI's Criminal Investigative Division, remaining invaluable tools in addressing cyber-related crimes and crimes against children.

The Cyber Division continuously seeks to create and maintain alliances with the public and private sectors. It also develops enhanced education and training to maximize counterterrorism, counterintelligence, and law enforcement cyber response capabilities.

## Public Corruption

Public corruption is the FBI's number one criminal priority. The threat—which involves the corruption of local, state, and federally elected, appointed, or contracted officials—strikes at the heart of government, eroding public confidence and undermining the strength of our democracy. It impacts how well U.S. borders are secured and neighborhoods are protected, how verdicts are handed down in court, and how well public infrastructure such as schools and roads are built. Investigating public corruption is an FBI commitment as old as the Bureau itself. It is a mission for which the FBI is singularly situated, with its ability to conduct undercover operations, perform electronic surveillance, and run complex cases.



One key focus is border corruption. The federal government protects 7,000 miles of U.S. land border and 95,000 miles of shoreline. Every day, more than a million visitors enter the country through one of 327 official ports of entry along the Mexican and Canadian borders, as well as through seaports and international airports. Corrupt border officials enable a wide range of illegal activities along these borders, potentially placing the entire nation at risk by letting drugs, guns, money, and weapons of mass destruction slip into the country, along with criminals, terrorists, and spies.

Another focus concerns election crime. Although individual states have primary responsibility for conducting fair and impartial elections, the FBI becomes involved when paramount federal interests are affected or electoral abuse occurs. Federal election crimes fall into three broad categories—campaign finance crimes, voter/ballot fraud, and civil rights violations (when a voter is threatened with physical or economic harm or prevented from voting).

## Civil Rights Violations

Since its earliest days, the FBI has helped protect the civil rights of the American people. A dozen of its first 34 special agents, for example, were experts in peonage—the modern-day equivalent of slave labor. The FBI began battling the KKK as early as 1918, and for years it handled so-called color of law cases involving police brutality.

Today, protecting civil rights remains one of the Bureau's top priorities. The FBI is the primary federal agency responsible for investigating allegations regarding violations of federal civil rights statutes. These laws are designed to protect the civil rights of all persons—citizens and non-citizens alike—within U.S. territory.

Using its full suite of investigative and intelligence capabilities, the FBI today works closely with its partners to prevent and address hate crime, human trafficking, color of law crimes, and Freedom of Access to Clinic Entrances (FACE) Act violations—the four priorities of the civil rights program.

The FBI has also established productive and meaningful liaison relationships with state and local law enforcement agencies, prosecutors, non-governmental organizations, and community and minority groups to improve reporting of civil rights violations, promote the benefits of sharing information and intelligence, and develop proactive strategies for identifying and addressing trends in this field.

## Investigative Successes— Civil Rights Violations

- In December 2011, a white supremacist named Kevin Harpham was sentenced to 32 years in prison for attempting to bomb a Martin Luther King, Jr. Day parade in Spokane, Washington. Had his homemade bomb gone off—one he had diabolically constructed using shrapnel coated with a substance meant to keep blood from clotting in wounds—Harpham would have undoubtedly caused the death and injury of many people. The FBI and its partners located Harpham by meticulously tracing the fishing weights he used as shrapnel to a store north of Spokane.
- In April 2012, five New Orleans police officers were sentenced for firing upon unarmed civilians on the Danziger Bridge in the days following Hurricane Katrina, leaving two innocent people dead and four others seriously wounded. Immediately after the shooting, the officers began a massive cover-up, including falsely arresting one man and creating fake evidence and witnesses. One victim who was fatally injured was just 17 years old; the other had severe mental and physical disabilities.
- In February 2012, two men were sentenced to 12 consecutive life terms in prison for human trafficking and sexual assault. The pair lured aspiring young models to South Florida to audition for a man they believed to be a legitimate talent scout. Instead, the models were drugged and raped on camera—and the resulting videos were sold on the Internet. The FBI and its partners painstakingly unraveled the scam, identifying and interviewing victims from various locations and piecing together evidence from police reports, rape treatment center examinations, DNA results, and cell phone records.



## Investigative Successes— Organized Crime

- In June 2012, two leaders of a violent Albanian organized crime group were sentenced to life in prison for two murders, three kidnappings, extortion, drug trafficking, and various other crimes. The two men—who led a racketeering enterprise known as the Krasniqi Organization—murdered a member of a rival Albanian drug crew and executed a member of their own organization because they believed he had arranged for one of them to be kidnapped.

- In April 2012, Benjamin Arellano-Felix—the former leader of the Tijuana Cartel/Arellano-Felix Organization—was sentenced to 25 years in prison and ordered to forfeit \$100 million in criminal proceeds. Felix ran one of the most dangerous drug and organized crime organizations the FBI and its partners have ever investigated, controlling the flow of drugs through the Mexican border cities of Tijuana and Mexicali into the U.S. The case was worked by the FBI, the IRS, and the Drug Enforcement Administration, with the help of Mexican authorities.

- In May 2011, a Southern California man was sentenced to 25 years in prison for various smuggling schemes, including trafficking approximately 800,000 cases of counterfeit cigarettes and attempting to bring shoulder-fired missiles into the United States. The long-running investigation—named Operation Smoking Dragon—and a related case in New Jersey—called Operation Royal Charm—led to the indictment of 87 individuals from China, Taiwan, Canada, and the U.S. The investigations uncovered and dismantled an international smuggling ring that could have threatened the country's national security.

## Organized Crime

The threat posed by organized crime is broader and more complex than ever. Organized crime rings manipulate and monopolize financial markets, traditional institutions like labor unions, and various legitimate industries. They bring drugs into American cities and raise the level of violence in communities by paying off corrupt officials and using graft, extortion, intimidation, and murder to maintain their operations. They also con citizens out of millions of dollars each year through various stock frauds, financial crimes, and cyber scams.

Geopolitical, economic, social, and technological changes within the last two decades have allowed these criminal enterprises to flourish worldwide. The threat now includes traditional and non-traditional groups such as African, Asian, Balkan, Eurasian, Italian, and Middle Eastern criminal enterprises. Because many organized crime groups are drawn to the lucrative profits associated with drug trafficking, the FBI also focuses investigations on the Cali, Medellin, and North Coast Colombian drug cartels and Mexican and U.S.-based drug trafficking organizations.

The FBI is dedicated to eliminating transnational organized crime groups that pose the greatest threat to the national and economic security of the United States. The Bureau has found that even if key individuals in



Reuters photo

an organization are removed, the depth and financial strength of the organization often allow it to continue, so the FBI targets entire organizations responsible for a variety of criminal activities. The Bureau draws upon the experience, training, and proficiency of its agents; its partnerships within the intelligence and law enforcement communities; and its worldwide presence, using sustained, coordinated investigations and the criminal and civil provisions of the Racketeer Influenced and Corrupt Organizations Act.

## White-Collar Crime

Reportedly coined in 1939, the term white-collar crime is now synonymous with the full range of frauds committed by business and government professionals. These crimes are characterized by deceit, concealment, or violation of trust and are not dependent on the application or threat of physical force or violence. The motivation behind these crimes is financial—to obtain or avoid losing money, property, or services or to secure a personal or business advantage.

It's not a victimless crime. A single scam can destroy a company, devastate families by wiping out their life savings, or cost investors billions of dollars (or even all three). Today's con artists are more savvy and sophisticated than ever, engineering everything from slick online scams to complex stock and health care frauds.

The FBI's white-collar crime work integrates the analysis of intelligence with its investigations of criminal activities such as public corruption, money laundering, corporate fraud, securities and commodities fraud, mortgage fraud, financial institution fraud, bank fraud and embezzlement, fraud against the government, election law violations, mass marketing fraud, and health care fraud. The FBI generally focuses on complex investigations—often with a nexus to organized crime activities—that are international, national, or regional in scope and where the FBI can bring to bear unique expertise or capabilities that increase the likelihood of successful investigations.

FBI special agents work closely with partner law enforcement and regulatory agencies such as the Securities and Exchange Commission, the Internal Revenue Service, the U.S. Postal Inspection Service, the Commodity Futures Trading Commission, and the Treasury Department's Financial Crimes Enforcement Network, among others, targeting sophisticated, multi-layered fraud cases that harm the economy.

## Investigative Successes— White-Collar Crime

- In June 2012, R. Allen Stanford—former chairman of Stanford International Bank—was sentenced to 110 years in prison for orchestrating a 20-year investment fraud Ponzi scheme through which he misappropriated \$7 billion to finance his personal businesses. The multi-agency investigation led by the FBI revealed that Stanford used the stolen money to live a lavish lifestyle that included a 112-foot yacht and six private planes. The judge called it “one of the most egregious frauds ever presented to a trial jury in federal court.”



- In July 2012, global health care giant GlaxoSmithKline agreed to plead guilty and pay \$3 billion to resolve its criminal and civil liability arising from the company's unlawful promotion of certain prescription drugs, its failure to report safety data, and its civil liability for alleged false price reporting practices. The resolution was the largest health care fraud settlement in U.S. history and the largest payment ever by a drug company. The case was worked by the FBI, the Food and Drug Administration, the Department of Health and Human Services, and other federal agencies.

- In May 2012, a nationwide takedown by Medicare Fraud Strike Force operations in seven cities resulted in charges against 107 individuals—including doctors, nurses, and other licensed medical professionals—for their participation in Medicare fraud schemes totaling approximately \$452 million in false billing. This coordinated operation involved the highest dollar amount of false Medicare billings in a single takedown in strike force history.



## Investigative Successes— Violent Crime

- In June 2012, the leader of an MS-13 gang in the D.C. area was sentenced to 50 years in prison for recruiting girls as young as 14 from middle schools, high schools, and homeless shelters in Northern Virginia and forcing them into prostitution. Rances Amaya and other gang members raped the victims to keep them compliant and “groom” them for the scheme. The victims were required to have sex with eight to 10 paying customers a day, sometimes seven days a week. Amaya preferred to use underage girls because it made them easier to manipulate and control.

- Mohammad Saali Shibin, the Somali hostage negotiator during two of the most heinous acts of piracy in modern memory, was sentenced to multiple life terms in August 2012. Shibin and his confederates seized the American yacht *S/V Quest* in 2011, ultimately murdering four defenseless Americans as ransom demands were made. The Somali pirates also hijacked a German vessel in 2010; the crew members of that ship were brutally tortured by Shibin and his pirate conspirators to extract a \$5 million ransom. A number of other Somali pirates have been convicted in recent years as well.

- In June 2012, four men pled guilty in Indiana to their participation in an international child pornography distribution ring devoted to trading sexually explicit images of children under the age of 5. The multi-agency and multi-jurisdictional investigation, called Operation Bulldog, has led to the prosecution of nine defendants since November 2010; more than 20 members of the group have been apprehended in the U.S. and abroad. Through June 2012, more than two dozen children had been rescued as a result of Operation Bulldog.

## Violent Crime

Even with its post-9/11 national security responsibilities, the FBI continues to play a key role in combating violent crime in big cities and local communities across the United States.

The Bureau concentrates on crime problems that pose major threats to American society. Significant violent crime incidents such as mass killings, sniper murders, and serial killings can paralyze entire communities and stretch state and local law enforcement resources to their limits. Particular emphasis is put on criminal street gangs, bank robberies, carjackings, kidnappings, interstate transportation of stolen property and motor vehicles, assaults and threats of assault on the president and other federal officials, and the theft or destruction of government property. As part of this priority, the FBI also investigates crimes against children, art theft, child prostitution, fugitives and missing persons, and crimes on Indian reservations. A few key programs and initiatives are highlighted below:

- ◆ **Violent gangs:** Approximately 33,000 violent street gangs, motorcycle gangs, and prison gangs with about 1.4 million members are criminally active in the U.S. and Puerto Rico today. Many are sophisticated and well organized; all use violence to control neighborhoods and boost their illegal money-making activities, which include robbery, drug and gun trafficking, prostitution and human trafficking, and fraud. Many gang members continue to commit crimes even after being sent to jail. The FBI is dedicating to disrupting and dismantling the most significant gangs through intelligence-driven investigations and new and longstanding initiatives and partnerships such as Safe Streets Task Forces, the National Gang Intelligence Center, and the MS-13 National Gang Task Force.

- ◆ **Crimes against children:** Sadly, children are frequent victims of crime, whether through kidnappings, violent attacks, sexual abuse, prostitution, child pornography, or online sexual exploitation. The FBI has a variety of proactive initiatives that combat these crimes. Child Abduction Rapid Deployment teams respond quickly to kidnappings with trained and experienced investigators located in five regions across the U.S. and at the national level; to date, these teams have recovered 35 children. A child sex tourism initiative targets U.S. citizens who travel overseas to engage in sex with children under 18. The Innocent Images National Initiative joins FBI agents with local and international task force officers in online undercover investigations geared toward stopping those who prey on

kids. And the Innocence Lost National Initiative addresses the growing problem of domestic sex trafficking of children in this country.

◆ **Indian Country crime:** The FBI is responsible for investigating the most serious crimes in Indian Country—such as murder, child sexual and physical abuse, violent assaults, drug trafficking, gaming violations, and public corruption matters. Nationwide, the FBI has investigative responsibilities for some 200 federally recognized Indian reservations. More than 100 agents in 19 of the Bureau's 56 field offices work Indian Country matters full time. The FBI's Indian Country Crimes Unit at FBI Headquarters promotes liaison and intelligence sharing through its Safe Trails Task Forces and working groups and provides critical training to Indian Country law enforcement in partnership with the Department of Justice and Bureau of Indian Affairs.

◆ **Violent fugitives:** The FBI has federal statutory authority to investigate fugitives who are wanted on state charges and have crossed state lines. It also assists state and local law enforcement in certain cases and even international

partners who are searching for foreign fugitives who might be in the United States. At any given time, the FBI is actively searching for at least 6,500 fugitives. Launched in 1950 in coordination with the national news media, the FBI's Ten Most Wanted Fugitives program publicizes particularly notorious fugitives who might not otherwise merit nationwide attention. To date, 497 fugitives have been on the "Top Ten" list; 466 of them have been apprehended or located, 154 through citizen cooperation.

◆ **Art crime:** Art and cultural property crime—which includes theft, fraud, looting, and trafficking across state and international lines—is a significant criminal enterprise with estimated losses running in the billions of dollars. To recover these precious pieces—and to bring criminals to justice—the FBI has an Art Crime Team made up of 14 special agents handling cases in assigned regions. The team is supported by three special trial attorneys for prosecutions and managed through a national art theft program at FBI Headquarters. The FBI also runs the National Stolen Art File, a computerized index of reported stolen art for use by law enforcement agencies around the world; a searchable online version is available to the public at [www.fbi.gov](http://www.fbi.gov).

**A special agent overlooks the Shiprock land formation on the Navajo Nation in New Mexico. The reservation, the largest in the country, is one of about 200 federally recognized Indian reservations where the FBI has investigative responsibilities.**







# People



Insulated in the protection of a full-blast suit, a bomb technician demonstrates equipment used to neutralize an improvised explosive device.

# The strength

**of the FBI is its people—their skills and abilities, their experience and knowledge, their leadership and integrity.**

With more than 36,000 employees, the FBI is a relatively small organization—by comparison, there are more than a million full-time state and local law enforcement employees nationwide. But the Bureau's collection of capabilities, as represented in its employees, is far-ranging. Its workforce includes not just special agents, but also intelligence analysts, computer experts, linguists, attorneys, security specialists, budget analysts, office managers, and many other professionals. The FBI has experts in evidence recovery, fingerprinting, crisis negotiation, behavioral analysis, hazardous materials, SWAT, digital forensics, victim assistance, and much more.

The FBI has long attracted high-caliber Americans to join its mission of serving and protecting the country. Bureau employees often trade lucrative careers in other professions for the inner satisfaction of making a difference in the safety of local communities and the security of the nation. Many come to the FBI with advanced degrees and already-established careers. Together, they work around the clock and across the globe, putting in long hours, changing assignments and locations frequently and sometimes with little notice, and traveling extensively to get the job done. They are willing to make these sacrifices because they believe in the mission of the FBI.

The Bureau continues to need talented and dedicated professionals to serve as special agents and in a variety of other operational and support positions. Competition for jobs is stiff, and the process of becoming an FBI employee—which includes a full background check—does not happen quickly, but the Bureau welcomes all qualified candidates and is committed to bringing on board the best of the best in America.



## Capabilities

It takes a diverse team to run the FBI and to handle its many law enforcement and intelligence responsibilities.

Operationally, the FBI has nearly 14,000 special agents, highly trained investigators who conduct a wide range of national security and criminal investigations. Among their skills are the ability to gather evidence, execute search war-



rants, manage crime scenes, run undercover operations, testify in court, interview witnesses and crime subjects, conduct surveillance, make arrests, develop sources, gather intelligence and information, and build beneficial partnerships around the globe.

These agents work cases with the support of an array of other operational professionals—such as intelligence analysts, language specialists, investigative and surveillance specialists, forensic accountants, scientists, operations spe-

cialists and assistants, electronic technicians, and criminal history examiners.

At the same time, the FBI employs a host of support professionals who manage the business side of the organization. They include training instructors, quality assurance specialists, electricians, and management and program analysts. There are experts in everything from finance and procurement to human resources, from information technology to records management, from security to public affairs.

Among the FBI's specialized capabilities:

- ◆ The Bureau's Evidence Response Team conducts forensic investigations and processes complex crime scenes. The teams include personnel with specialized skills and forensics training in a variety of areas such as photography, crime scene diagramming and sketching, latent fingerprint recovery and processing, bullet trajectory determination, DNA recovery, fiber and trace evidence collection, and post-blast recovery. The FBI also has four Underwater Search and Evidence Response Teams that conduct underwater crime scene investigations and complex searches.
- ◆ The FBI has Computer Analysis and Response Teams across the country that apply this same evidentiary concept to the digital world. These forensic examiners are experts at retrieving evidence from a vast array of digital devices, processing that evidence in a way that maintains its integrity for use in court, and presenting the results of their findings to investigators. The FBI also funds and manages a network of 16 multi-agency Regional Computer Forensics Laboratories (RCFLs) around the country.
- ◆ The Bureau has highly trained Specialized Weapons and Tactics (SWAT) teams in each field office that provide a variety of tactical capabilities, including making difficult and dangerous arrests.
- ◆ In each field office, there is at least one special agent bomb technician who can test and render safe a variety of explosive devices. Bomb technicians respond to calls of suspicious packages or objects and are deployed during bombing investigations, often working closely with our Joint Terrorism Task Forces.
- ◆ The FBI has weapons of mass destruction coordinators nationwide who respond to terrorist attacks and criminal incidents involving hazardous materials—including chemical, biological, nuclear, and radiological—and work in concert with local officials and with experts at FBI Headquarters.

## Careers

FBI professional careers span a wide range of disciplines, challenges, responsibilities, and locations. Virtually every type of position involved in operating a complex national and international organization can be found within the Bureau.

Each year, people from every industry, ethnicity, and environment apply to become members of the most prestigious national security agency in the world. The FBI strives to attract top-performing, highly skilled, and highly talented individuals from all backgrounds. A recent virtual career fair yielded more than 20,000 resumes from individuals with information technology, computer science, engineering, finance, human resources, security, and intelligence experience. The specialized skills and capabilities of FBI employees drive the organization's success and enhance the FBI's effectiveness worldwide.

Joining the FBI isn't quick or easy. Because of the Bureau's law enforcement and intelligence responsibilities, each FBI employee must qualify for a top secret security clearance following an extensive background investigation. Once hired, all employees must maintain their top secret security

clearance, undergoing limited background checks every five years and submitting to random drug tests throughout their careers.

During a background investigation, the FBI assesses character, loyalty, reputation, financial responsibility, and overall ability. It also seeks individuals who are not biased, who don't abuse alcohol or drugs, and who don't associate with people or groups that are disreputable or disloyal to the United States.

## Special Agent Careers

The special agent position is more than just a job—it's a calling. Agents have great responsibilities: to protect and defend the country from major security threats, to enforce federal laws, to uphold the Constitution, and to provide support and leadership to partners worldwide.

Applying to become an FBI special agent involves much more than submitting a resume. In fiscal year 2011, the FBI received 22,692 applications for 543 special agent vacancies. Applicants are rated on their individual competitiveness and the professional needs of the FBI to determine if they will proceed through the special agent selection





system. All special agent applicants must successfully complete all aspects of the system to be hired. Completion of this process can take anywhere from six months to one year or more.

To be eligible to apply for the FBI special agent position, an individual must:

- ◆ Be a United States citizen;
- ◆ Be between 23 and 36½ years of age;
- ◆ Possess at least a bachelor's degree from a college or university accredited by one of the regional or national institutional associations recognized by the U.S. Secretary of Education;
- ◆ Have at least three years of full-time work experience (this does not include summer jobs, internships, seasonal positions, temporary employment, and/or volunteer work unless a preference eligible veteran); and
- ◆ Have lived in the U.S. or its territories for three of the last five years.

## Disqualifiers for Special Agent Applicants

You may not become an FBI agent if you have:

- Been convicted of a felony;
- Been convicted of a domestic violence misdemeanor or more serious offense;
- Knowingly or willfully engaged in acts or activities designed to overthrow the U.S. government by force;
- Failed to pay court-ordered child support;
- Failed to meet the FBI's drug-use guidelines;
- Defaulted on a federally funded student loan; or
- Failed to file federal, state, or local income tax returns.

Agents begin their careers with an intensive, 20-week training program at the FBI Academy in Quantico, Virginia. Classroom hours are spent studying a wide variety of academic and investigative subjects. The FBI Academy curriculum also includes extensive training in physical fitness, defensive tactics, practical application exercises, and the use of firearms.

New agents are assigned to one of six career paths: intelligence, counterintelligence, counterterrorism, criminal, cyber, or specialty. Some agents are assigned to the science

and technology career path in a secondary capacity. Career path designations determine the types of cases agents work and the advanced training they receive. Although a new agent may be asked for his or her career path preference, each designation is made based on the applicant's education, prior employment, and the current needs of the FBI.

During the first few weeks at the Academy, trainees are given the opportunity to rank their desired first offices of assignment. While preferences are considered, assignments are based upon the needs of the Bureau. By week eight, each newly appointed agent is given his or her first assignment to one of the FBI's 56 field offices or a resident agency (satellite office).

Most agents spend the early part of their careers in small or medium-sized field offices, rotating through a variety of assignments for four years before transferring to large offices. Although agents are expected to acquire specialized expertise in their designated career paths, it is also important for them to develop a common, baseline knowledge of multiple programs. During their careers, special agents often relocate to other offices in order to meet the FBI's needs.

Agents may apply for management positions after three years of investigative experience. They may also choose to obtain certifications as special agent bomb technicians or technically trained agents or become members of the Hostage Rescue Team.

The mandatory retirement age for FBI special agents is 57. In rare circumstances, the FBI Director may grant one-year extensions, up to age 60, on a case-by-case basis.

## Intelligence Analyst Careers

Intelligence analysts are on the front line of protecting America's security. They piece together disparate bits of information to form integrated views on issues of national security and public safety. FBI analysts:

- ◆ Use linguistic, cultural, and/or historical knowledge to combat global threats by working within specifically defined geographical and/or functional areas;
- ◆ Uncover and understand domestic threats by leveraging local and national intelligence databases, analyzing intelligence collected in the field offices, and developing fact-based conclusions and intelligence reports; and
- ◆ Shape intelligence policies by maintaining extensive networks and partnering with local, national, and international contacts within the intelligence and law enforcement

ment communities and using the resulting information to prepare briefings, reports, and communications for senior FBI executives and Bureau partners.

Newly appointed intelligence analysts are assigned either to FBI Headquarters or to one of the Bureau's 56 field offices across the country. Assignments are based on the current staffing and specialty needs of the Bureau. All analysts are subject to transfers. Analysts in FBI field offices are either embedded in investigative squads or work in Field Intelligence Groups.

## Foreign Language Careers

FBI linguists and foreign language professionals combine their language skills, applied linguistic backgrounds, education, and management expertise with the discipline of investigative work. This work may include translating documents or audio into English, serving as interpreters for crucial investigative interviews, providing translation during visits by foreign dignitaries, or contributing to any number of language-related tasks that assist the FBI's mission.

## Information Technology Careers

Information technology, or IT, is crucial to the success of the FBI, from biometric recognition systems that identify terrorists in seconds...to communications that provide intercepted criminal intelligence to field agents...to advanced computer forensics that help uncover evidence that results in the conviction of a kidnapper.

Information technology professionals at the FBI shape and operate the Bureau's IT enterprise. This includes developing the IT strategic plan and operating budget, establishing and maintaining technology assets, and providing technical direction for the re-engineering of FBI business processes. IT professionals also work in support of FBI investigations and provide state-of-the-art identification and information services to local, state, federal, and international criminal justice partners.

## Finance and Accounting Careers

Applicants with financial backgrounds should consider applying for one of the many finance and accounting positions in the FBI. The majority of these positions fall under



FBI summer interns get a lesson in uncovering evidence with a device utilized by the Bureau's Evidence Response Team.



the Finance Division at FBI Headquarters; however, there are other opportunities across the Bureau. These positions include budget, accounting, and fiscal reports analysts; forensic accountants and financial research specialists; financial and budget technicians; auditors; and voucher examiners.

## Applied Science, Engineering, and Technology Careers

Applied science, engineering, and technology professionals are on the cutting edge of advances in forensic science, communications technology, electronic surveillance, biometrics, and other related fields. Those hired into these positions have the opportunity to work with the most advanced technologies in the world to address challenges that may not be found in the private sector.

While these professionals have a presence in some field offices, they mainly work at FBI Headquarters in the Criminal Justice Information Services Division, the Cyber Division, the Laboratory Division, and the Operational Technology Division. The FBI also employs professionals with backgrounds, skills, and capabilities in the following areas: biology, chemistry, computer science, cryptography, data communications, electronic engineering, explosive devices, forensic science, hazardous materials, information technology, mathematics, mechanical engineering, photography/film/video/audio, software engineering, and telecommunications.

## Investigative Support and Surveillance Careers

The FBI has three primary investigative support and surveillance career tracks. These positions are assigned throughout the Bureau's 56 field offices based on current staffing and/or critical specialty needs and are subject to transfer at any time.

◆ **Investigative specialist:** These professionals perform investigative support functions through mobile surveillance operations. They support foreign counterintelligence and/or counterterrorism investigations, gather intelligence information of investigative interest, and are responsible for all aspects of surveillance operations, from planning through execution.

◆ **Investigative specialist-aerial:** This position involves many of the same duties as the investigative specialist; however, employees on this career track are Federal Aviation Administration-rated pilots who perform investigative support functions through mobile surveillance operations from an aircraft.

◆ **Surveillance specialist:** The responsibilities of a surveillance specialist are focused on conducting fixed surveillance duties that support foreign counterintelligence and/or counterterrorism investigations and gathering intelligence information of investigative interest. Surveillance specialists use a variety of communications, photographic, and technical equipment during operations.

## FBI Police Careers

As part of the Security Division, FBI police officers ensure the protection of FBI employees, facilities, and information. The primary mission of the FBI police is to deter terrorist attacks with the visible presence of a well-trained, well-equipped, professional police force and to protect the FBI from criminal acts and unauthorized access.

## Administrative and Other Careers

To support its mission, the FBI employs professionals from a wide variety of fields—public relations, graphic design, administrative and office management, automotive maintenance, nursing, logistics, firearms training, policy management, and many more.



Bureau police officers and an explosives detection canine patrolling FBI Headquarters in Washington, D.C.

## Internship Program—Fiscal Year 2012

- A total of 5,946 applications were received.
- The average GPA for interns at FBI Headquarters was 3.53.
- The average GPA for interns in field offices was 3.625.
- A total of 263 applicants entered on duty.

## Honors Internship Program and Volunteer Internship Program

FBI internships offer undergraduate and graduate school students an exciting insider view of FBI operations and a

chance to explore the many career opportunities within the Bureau. The majority of interns will be assigned to FBI field office locations. Others will be assigned to FBI Headquarters in Washington, the FBI Academy, or the Criminal Justice Information Services Division.

## University Hire Program

The FBI is actively seeking to recruit upcoming or recent college graduates through its university hire program. Applicants fill entry-level positions in the greater Washington, D.C. area and Quantico, Virginia. Basic qualifications include having U.S. citizenship, meeting graduation date criteria, possessing a cumulative GPA of 3.0 or higher, and graduating with a bachelor's degree or higher.

## By the Numbers: The FBI Workforce

As of September 30, 2012, the FBI had a total of 36,074 employees, including 13,913 special agents and 22,161 professional staff employees. The workforce included 15,649 women, 8,762 minorities, and 1,281 persons with disabilities.

### Special Agents

Race/Ethnicity	Total Group	Number of Men	Number of Women	Percent of Total
American Indian/Alaska Native	55	45	10	0.4
Asian	586	468	118	4.2
Black/African-American	661	507	154	4.8
Hispanic/Latino	971	747	224	7.0
White	11,555	9,374	2,181	83.1
Hawaiian/Pacific Islander	16	15	1	0.1
Multi-Racial	63	44	19	0.5
<b>Totals</b>	<b>13,907</b>	<b>11,200</b>	<b>2,707</b>	<b>100.00</b>
<b>All Minorities</b>	<b>2,352</b>	<b>1,826</b>	<b>526</b>	<b>16.9</b>

### Professional Staff (Includes Wage Board Employees)

Race/Ethnicity	Total Group	Number of Men	Number of Women	Percent of Total
American Indian/Alaska Native	111	48	63	0.5
Asian	956	417	539	4.3
Black/African-American	3,916	998	2,918	17.7
Hispanic/Latino	1,298	472	826	5.9
White	15,731	7,221	8,510	71.0
Hawaiian/Pacific Islander	22	7	15	0.1
Multi-Racial	107	36	71	0.5
<b>Totals</b>	<b>22,141</b>	<b>9,199</b>	<b>12,942</b>	<b>100.00</b>
<b>All Minorities</b>	<b>6,410</b>	<b>1,978</b>	<b>4,432</b>	<b>29.0</b>







# Partnerships



FBI agents and an officer from the New York Police Department make an arrest in a racketeering investigation. AP Photo

# It's a word

**you hear over and over in today's FBI—partnerships. That's because the Bureau rarely goes it alone these days, constantly working with, supporting, and being supported by colleagues across the nation and around the world.**

The FBI has a long history of building mutually beneficial relationships with agencies and organizations of all kinds—public and private, state and local, national and international. But as a result of the growing globalization of crime and a new collective determination to defeat terrorism and other increasingly insidious threats, those partnerships are now broader and deeper than ever before. In the FBI, they've improved at every level: with state, local, federal, and tribal law enforcement agencies and first responders; with foreign governments; with intelligence community partners like the Central Intelligence Agency; with U.S. military and homeland security personnel; and with the private sector and academia.

Today, more information and intelligence is shared with more partners than at any time in Bureau history. Scores of agents, officers, and analysts from the FBI and other agencies physically sit together—pooling information in real time and finding solutions as a team. Joint investigations and joint task forces are the norm, especially in the U.S. and increasingly overseas, where many threats now originate. The work of the FBI and its partners is so intertwined that it's often impossible to separate the contributions of one agency—and one nation—from the next.

As in other areas of its work, the FBI takes a leadership role when it comes to partnerships. It does so not only by spearheading many cooperative efforts but also by sharing its knowledge, capabilities, tools, and resources far and wide through a variety of training programs and criminal justice services. The following is just a brief overview of how the FBI works with its partners today.



## Operational and Investigative Partnerships

FBI Headquarters and local FBI field offices have built investigative partnerships with nearly every local, state, federal, and tribal law enforcement and intelligence agency in the nation. Special agents and professional staff also work closely with international organizations such as Interpol and with law enforcement and security services in other countries around the globe.

In April 2002, the FBI's Office of Law Enforcement Coordination was established specifically to build bridges, create new partnerships, and strengthen and support existing relationships between the FBI and other federal agencies, as well as with local, state, tribal, and campus law enforcement; national and international law enforcement associations; and others within the law enforcement community.

Some of the FBI's operational task forces and investigative partnerships are below:

◆ Joint Terrorism Task Forces (JTTFs) are teams of highly trained, locally based investigators, analysts, linguists, and other specialists from dozens of federal, state, local, and tribal law enforcement organizations and federal intelligence agencies. These JTTFs—which operate in more than 100 locations nationwide—investigate leads, gather evidence, make arrests, provide security for special events, conduct training, collect and share intelligence, and respond to threats and incidents at a moment's notice. Supporting these JTTFs is a National Joint Terrorism Task Force situated just outside Washington, D.C., which includes 48 government agency and critical industry representatives.

◆ The FBI plays a key role in the National Counterterrorism Center, which is staffed by more than 500 personnel from more than 16 departments and agencies and serves as the primary organization for integrating and

An FBI agent and an Ocean City, Maryland crime investigator search for clues. AP Photo



analyzing all intelligence pertaining to counterterrorism, except for information pertaining exclusively to domestic terrorism.

◆ The Terrorist Screening Center (TSC), established in 2003, maintains a single comprehensive watch list of known or suspected terrorists, both domestic and international. The TSC leverages the FBI's law enforcement databases to provide real-time, actionable intelligence to state and local law enforcement.

◆ Led by the FBI, the National Cyber Investigative Joint Task Force brings together 18 federal law enforcement, military, and intelligence agencies to address current cyber threats and anticipate future attacks. The task force operates through threat focus cells—groups of agents, officers, and analysts that address specialized issues such as botnets.

◆ The Internet Crime Complaint Center (IC3) is a partnership between the FBI and the National White Collar Crime Center that, since May 2000, has served as a clearinghouse for triaging cyber complaints from victims around the world. IC3 provides a convenient, easy-to-use online tool for reporting these complaints. Based in West Virginia, it works closely with a range of law enforcement agencies and private sector groups, performs analysis, conducts research, and develops annual statistics.

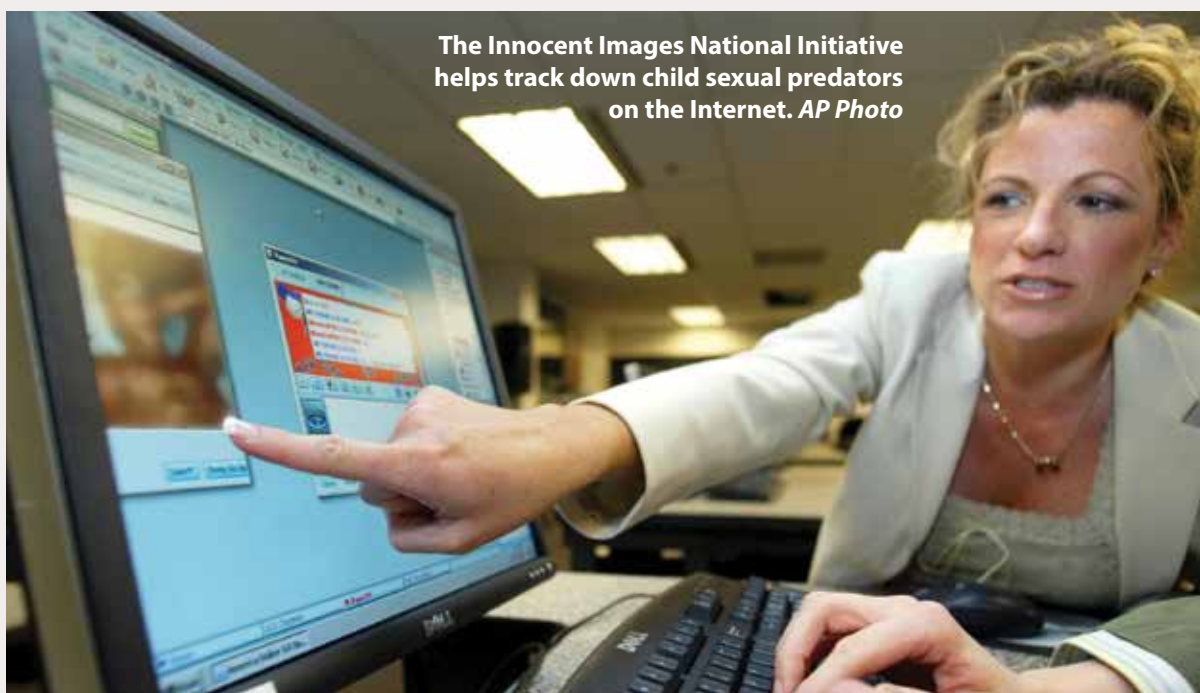
◆ The National Intellectual Property Rights Coordination Center taps into the expertise of its member agencies to share information, develop initiatives, coordinate enforcement actions, and conduct investigations related to intellectual property theft.

◆ The Innocent Images National Initiative is a multi-agency investigative operation that combats the proliferation of child pornography and child sexual exploitation worldwide. Based in Maryland, it teams FBI agents with local and international task force members who collaborate in online undercover investigations

specifically geared toward stopping those who prey on children.

◆ Regional Computer Forensics Laboratories are a network of digital forensics labs sponsored by the FBI and staffed by local, state, and federal law enforcement personnel. Each of the 16 facilities across the country is a full-service forensics laboratory and training center devoted to examining digital evidence in support of investigations—everything from child pornography and terrorism to violent crime and economic espionage cases.

◆ A total of 164 Safe Streets Task Forces across the nation address street gangs and drug-related violence through



**The Innocent Images National Initiative helps track down child sexual predators on the Internet. AP Photo**

sustained, proactive, and coordinated investigations. The initiative was begun in 1992 and now serves as the primary vehicle for federal, state, and local law enforcement to combat the scourge of gangs.

◆ Safe Trails Task Forces in 15 locations nationwide unite the FBI with other federal, state, local, and tribal law enforcement agencies in a collaborative effort to combat crime in Indian Country.

◆ The Innocence Lost National Initiative—launched in 2003 by the FBI in concert with the Department of Justice's Child Exploitation and Obscenity Section and the National Center for Missing & Exploited Children—addresses the growing problem of domestic child sex trafficking and prostitution in the United States.



## Working with the Private Sector

Strong partnerships with the private sector are essential to preventing attacks and intrusions—both physical and electronic—against critical infrastructures such as banks, hospitals, telecommunications systems, emergency services, water and food supplies, the Internet, transportation networks, postal services, and other major industries that have a profound impact on daily life.

To build these partnerships, the FBI works with local businesses, colleges and universities, research centers, and owners and operators of critical infrastructure to provide them with the information they need to protect themselves from threats.

The following are among the key public/private information sharing initiatives and partnerships that the FBI leads or participates in today:

- ◆ The FBI's Counterintelligence Strategic Partnership Program builds relationships between the Bureau and private industry, academia, government agencies, and the counterintelligence community to identify and protect information and assets of great importance to the U.S. government. The initiative is led by the Counterintelligence Division at FBI Headquarters, with local programs in each Bureau field office. The program includes the Business Alliance, which builds relationships with cleared defense contractors to enhance their understanding of the threat posed to their programs and personnel by foreign intelligence services and foreign competitors; the Academic Alliance, a national outreach effort which establishes a dialogue with academic institutions to increase awareness of threat and national security issues; and the National and Regional Counterintelligence Working Groups, which serve as forums for ongoing national security discussions with all of these partners.
- ◆ InfraGard brings together representatives from the private and public sectors to help protect our nation's critical digital infrastructure—both virtual and physical—from attacks by terrorists and criminals. The InfraGard program is run at the national level by the FBI's Cyber Division, and each field office has at least one chapter that holds meetings to discuss threats and share experiences and best practices. InfraGard's more than 50,000 private sector members include business executives, entrepreneurs, military and government officials, computer security professionals, members of academia, and state and local government and law enforcement personnel.



- ◆ The National Cyber Forensics and Training Alliance, located in Pittsburgh, consists of experts from industry, academia, and the FBI who work side-by-side to share and analyze information on the latest and most significant cyber threats. The group's work includes cyber forensic analysis, tactical response development, technology vulnerability analysis, and the development of advanced training.



**The FBI works closely with a range of partners at the National Counterterrorism Center, which is led by the director of national intelligence.**

*Reuters photo*

valuable contacts when assistance is needed with investigations.

## Information-Sharing Initiatives

Information sharing is woven into the fabric of today's FBI. It is embedded into the Bureau's operational planning and investigative activities. It takes a front seat in the development and implementation of the organization's intelligence-driven approaches and information technologies. And to help ensure accountability, it is a key rating element in the annual performance plans of senior executives, special agents, and intelligence analysts.

The FBI is committed to sharing timely, relevant, and actionable intelligence with its public and private sector partners while protecting the privacy and civil liberties of the American people. It is also committed to making the best possible use of information these partners share with the Bureau. The FBI National Information Sharing Strategy, revised annually, provides the common vision, goals, and framework needed to guide initiatives with federal, state, local, and tribal agency partners; foreign government counterparts; and private sector stakeholders. Through enhanced understanding of their diverse needs, the Bureau is not only able to improve information acquisition but also to leverage partner capabilities to mitigate threats.

In addition to the information-sharing avenues described above, the FBI leads or supports the following key initiatives:

◆ Intelligence fusion centers—usually set up by states or major urban areas and run by state or local authorities, often with the help of the FBI—"fuse" intelligence from participating agencies to create a more comprehensive threat picture, both locally and nationally. They integrate new data into existing information, evaluate its worth, analyze it for links and trends, and disseminate their findings to the appropriate agency for action. Currently, the FBI has 98 personnel (48 full-time and 50 part-time) assigned to 55 fusion centers. Ten of the fusion centers are co-located within the FBI's respective FIGs and/or JTTFs.

◆ The Domestic Security Alliance Council (DSAC) is a partnership between the FBI, the Department of Homeland Security, and the U.S. private sector that helps prevent, detect, and investigate threats impacting American businesses. DSAC enables an effective two-way flow of vetted information between the FBI and participating members, which include some of America's most respected companies. It also gives the Bureau

◆ In addition to task force participation, a number of special agents in each field office serve in an official liaison role and coordinate with federal, state, and local law enforcement agencies. Many of these agents are physically embedded with the partner agencies. In this role, they facilitate a regular exchange of information and work to better understand the intelligence needs of FBI partners.



## Partnerships by the Numbers

- Joint Terrorism Task Forces (JTTFs) are based in 103 cities nationwide, with at least one in each of the FBI's 56 field offices. Since 9/11, 71 JTTFs have been created. They include more than 4,400 members nationwide and represent some 600 state and local agencies and 50 federal agencies.

- In fiscal year 2011, the Terrorist Screening Center assisted its partners in positively identifying 20,126 known or suspected terrorists.

- InfraGard has more than 50,000 private sector members spread across 86 local chapters nationwide who represent, own, and operate approximately 85 percent of the nation's critical infrastructures.



- In fiscal year 2011, the Internet Crime Complaint Center received 314,246 complaints with a reported dollar loss of \$485.3 million.

- As of September 2012, the FBI had 164 Safe Streets Task Forces across the nation focused on violent gangs. These task forces consist of more than 2,000 local, state, and federal investigators who represent more than 700 U.S. law enforcement agencies.

- As of September 2012, at least 49 arrests had been made as a direct result of billboard publicity from the National Digital Billboard Initiative. The publicity has also played a key supporting role in many more cases.

- As of September 2012, 47 Innocence Lost Task Forces and working groups had recovered more than 2,200 children from the streets.

- ◆ The National Gang Intelligence Center, launched in 2005, integrates gang intelligence from across federal, state, and local law enforcement on the growth, migration, criminal activity, and association of gangs that pose a significant threat to the United States. Staffed by analysts from multiple agencies, it supports law enforcement by sharing timely and accurate information and by providing strategic and tactical analysis.

- ◆ The Criminal Justice Information Services Division in West Virginia leads several major information-sharing initiatives, including the Law Enforcement National Data Exchange (N-DEX), the National Crime Information Center (NCIC), and Law Enforcement Online (LEO).

## Community Outreach Partnerships

The Community Relations Unit at FBI Headquarters and FBI community outreach specialists across the country create and strengthen relationships locally and nationally with minority groups, religious and civic organizations, schools, non-profits, and other entities. These partnerships have led to a host of crime prevention programs, enabling families to stay safe from fraudsters and cyber predators; businesses to protect themselves from hackers and economic espionage; schools and



workplaces to safeguard against violent rampages and illegal drugs; and all citizens to become alert to potential acts of terror and extremism.

One key outreach program—begun in the early 1990s—is the FBI Citizens Academy, which offers a unique opportunity for community leaders to get an inside look at the Bureau. Citizens Academy sessions, held at least once a year in each of the FBI's 56 field offices, are typically conducted one night a week for eight to 10 weeks. These classes cover topics such as the FBI's jurisdiction, the structure and function of an FBI field office and resident agency, services the FBI provides to local and state law enforcement agencies, collection and preservation of physical evidence, ethics and disciplinary policies, civil rights issues, firearms training, and future trends in law enforcement and intelligence.

The FBI's National Digital Billboard Initiative has fostered relationships with multiple outdoor advertising companies that provide the Bureau with free access to 3,200 digital billboards in 42 states to publicize cases and public safety information. The FBI has featured hundreds of dangerous fugitives, kidnapping victims, missing persons, and bank robbers on billboards throughout the country.



**Students in an FBI mentoring program examine evidence while conducting a mock case investigation.**

## Partnerships in Action

- Taylor, Bean & Whitaker was one of the largest mortgage lending firms in the nation—until its top executives decided to engineer a massive fraud scheme beginning in 2002. That scheme resulted in staggering losses of nearly \$3 billion and helped contribute to the collapse of the company and a related bank. An investigation by the FBI and a slew of partners—from several federal inspectors general to the IRS, with the help of the SEC and the Treasury Department's Financial Crimes Enforcement Network—has led to the conviction of the company's chairman, chief executive officer, president, chief financial officer, treasurer, and others.

- In June 2012, hundreds of FBI agents partnered with thousands of local police officers, deputy sheriffs, state troopers, and other law enforcement personnel throughout the U.S., arresting those responsible for exploiting underage children through




prostitution. The sixth iteration of Operation Cross Country, a three-day law enforcement action, led to the recovery of 79 children. In addition, 104 pimps were arrested by local and state law enforcement on a variety of prostitution-related charges.

- In July 2012, more than 300 federal, state, and local law enforcement officers, including 11 different SWAT teams, simultaneously converged on more than a dozen locations across Indianapolis. In a matter of hours, 42 members of the Outlaws Motorcycle Club—a violent international criminal organization—were arrested and indicted. Seventeen search warrants were also successfully executed. It was the largest combined federal-local operation in Indianapolis history.





# Services



FBI Laboratory personnel at work in the Bureau's state-of-the-art facility in Quantico, Virginia. AP Photo

# The FBI doesn't just

**solve cases and prevent attacks. It also provides a range of services and resources to its many partners and to the general public.**

These resources are both varied and extensive—and often support FBI agents and other Bureau personnel as well. They include everything from criminal background checks to name checks, from laboratory services to law enforcement training, from behavioral analysis to computer forensic analysis.

The FBI Laboratory, for example, helps keep crime-fighting and national security on the cutting edge of science and technology with a range of forensic and other services. The Criminal Justice Information Services Division provides not only in-depth statistics that help communities grapple with local crime issues but also a host of state-of-the-art information systems that support everyone from police professionals to parents looking to adopt a child. The FBI Academy offers a variety of well-known and highly regarded training and leadership programs, while the Critical Incident Response Group delivers a number of vital services involving such issues as crisis management, tactical operations, hostage rescue, crisis negotiations, and hazardous device mitigation. The Operational Technology Division provides sophisticated technical services; the Records Management Division makes information and records available to Bureau partners and the general public; and the Office for Victim Assistance reaches out to those who have been impacted by crimes and attacks investigated by the FBI, offering counseling and other victim services.

Together, these resources help uplift the daily work of agencies around the globe. At the same time, they directly support the American people, helping to prevent crime and make communities safer.

You can find information about many of these services on the following pages. For more details, visit [www.fbi.gov](http://www.fbi.gov).



## Criminal Justice Information Services

The FBI's Criminal Justice Information Services Division, or CJIS, is a high-tech hub in the hills of West Virginia that supports crime-fighting and national security through a range of state-of-the-art criminal justice services. CJIS provides tools and assistance to law enforcement, national security, and intelligence community partners across the country and in some cases around the world.

Its major programs and services include:

◆ **Crime statistics:** Since 1930, the FBI has been responsible for collecting, publishing, and archiving crime statistics for the nation. Today, through the Uniform Crime



Reporting (UCR) program, several annual statistical publications—such as *Crime in the United States*, *Hate Crime Statistics*, and *Law Enforcement Officers Killed and Assaulted*—are produced from data provided by thousands of law enforcement agencies across the United States. Various special studies and reports using UCR data are published each year as well.

◆ **Criminal background checks:** In certain situations, such as applying for particular jobs, adopting a baby, or when wanting to personally review information, citizens may obtain their own criminal history record from the FBI, either directly or through authorized agencies. The FBI searches its records for fingerprint submissions retained in connection with arrests and sometimes for other information. The Bureau requires a completed and signed application, a fingerprint card, and a fee ranging from \$13-\$27.50 for each request.





**The Criminal Justice Information Services Division—based in Clarksburg, West Virginia—performs a variety of services for the FBI, its law enforcement and intelligence partners, and the general public.**

◆ **Electronic criminal justice data:** Launched in 1967, the National Crime Information Center (NCIC) is an electronic clearinghouse of crime data that can be tapped into by virtually every criminal justice agency nationwide—24 hours a day, 365 days a year. Through its 21 files on people and property, NCIC helps criminal justice professionals apprehend fugitives, locate missing persons, recover stolen property, identify terrorists, and more.

◆ **Biometrics identification (fingerprints and beyond):** The FBI's national fingerprint and criminal history system responds to requests 24/7/365 to help the FBI's federal, state, local, and tribal partners solve and prevent crime and catch criminals and terrorists. CJIS is also developing advanced technologies to provide fast, accurate searches of additional biometric information such as facial images, palm prints, and iris scans.

◆ **Investigative and information-sharing tool:** The Law Enforcement National Data Exchange (N-DEx) is the country's secure online repository for criminal justice records that provides law enforcement agencies with a powerful investigative tool to search, link, analyze, and share information such as incident/case reports, incarceration data, and parole/probation records on a national scale. Through its services and capabilities, N-DEx allows participating agencies to detect relationships between people, places, things, and crime characteristics; to link information across jurisdictions; and to "connect the dots" between seemingly unrelated data. Many types of FBI case information are shared through N-DEx.

◆ **Gun checks:** Mandated by the Brady Act, the National Instant Criminal Background Check System (NICS) is used by gun dealers and others to quickly determine whether a prospective buyer is eligible to purchase firearms or explosives. More than 150 million checks have been performed by the FBI since it launched NICS in 1998, leading to nearly one million federal denials.

◆ **Secure information sharing:** Law Enforcement Online (LEO) is a secure, trusted, electronic information-sharing communications portal used by law enforcement, first responders, criminal justice professionals, and anti-terrorism and intelligence agencies worldwide. Members have access to useful tools such as virtual command centers, special interest groups, virtual offices, and an upgraded webmail application. Recent enhancements allow users to access a single sign-on "gateway" to many additional valuable services and criminal justice information databases.

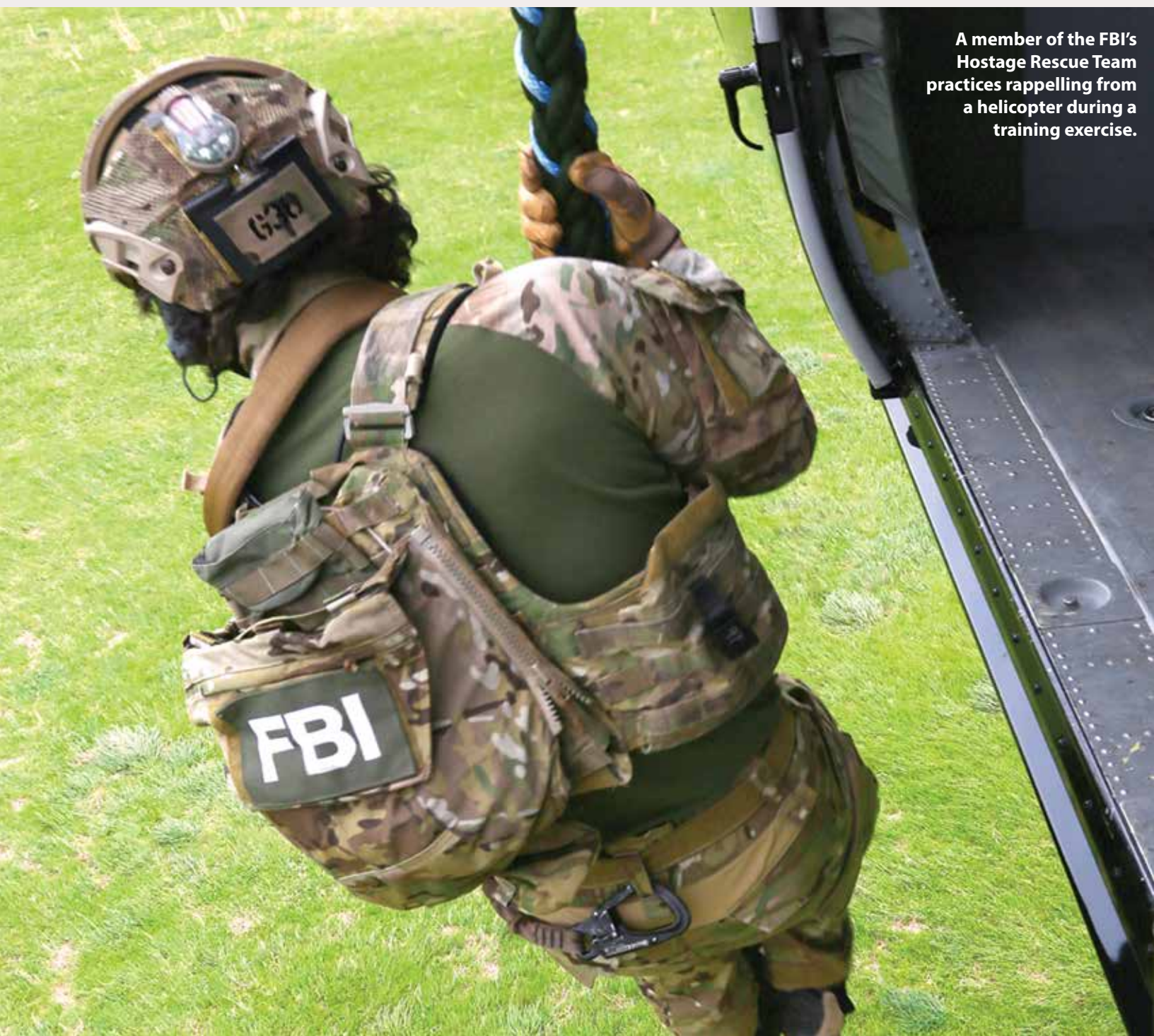


## Critical Incident Response Group

The Critical Incident Response Group, or CIRG, is a “one-stop shop” for responding rapidly to crisis situations worldwide. Formed in 1994, its professionals are on call around the clock, ready to support FBI operations and federal, state, local, and international law enforcement partners in managing critical incidents and major investigations.

Following are some of CIRG’s areas of expertise and services:

◆ The National Center for the Analysis of Violent Crime (NCAVC) is made up of a cadre of experts who work with law enforcement agencies and academia to gain insight into the mindset of serial killers, rapists, child abductors, and other violent and non-violent criminals. Through four behavioral analysis units, NCAVC provides operational support to FBI agents and law enforcement personnel on complex and time-sensitive cases. Popularized as “criminal profilers,” these agents and professionals also provide expert testimony, investigative and interview strategies, linkage analysis, and additional services.



**A member of the FBI's Hostage Rescue Team practices rappelling from a helicopter during a training exercise.**



◆ Created in 1985, the FBI's Violent Criminal Apprehension Program, or ViCAP, is the national repository for violent crime cases—specifically those involving homicides, sexual assaults, missing persons, and unidentified human remains—helping to draw links between seemingly unconnected crimes. In 2008, the FBI launched the ViCAP Web National Crime Database, which is available to law enforcement agencies through the secure LEO website. Investigators can search ViCAP Web for nationwide cases similar to theirs and communicate with other U.S. law enforcement agencies to coordinate investigations based on these linkages.

◆ CIRG has a range of tactical resources and programs that support and provide oversight to the FBI and its partners. For example, each of the FBI's 56 field offices has a SWAT team that is equipped with a wide array of specialized weaponry and is trained to engage in hazardous operations such as barricaded subjects, high-risk arrest/search warrants, patrolling through adverse terrain, and—in some field offices—maritime interdictions. These teams include crisis negotiators who routinely respond to prison sieges, hostage takings, and kidnappings nationwide and provide assistance to state and local police negotiators. CIRG also manages the FBI Hostage Rescue Team—the U.S. government's non-military, full-time counterterrorist tactical team—which provides enhanced manpower, training, and resources to confront the most complex threats.

◆ The Hazardous Devices School at Redstone Arsenal in Huntsville, Alabama is the nation's only facility for training and certifying public safety bomb technicians to render safe hazardous devices. Managed by the FBI, the school has trained more than 20,000 state and local first responders since it opened in 1971. A natural extension of this school can be found in the FBI's own special agent bomb technicians, who provide training to local and state bomb squads and serve as the workforce for the FBI's explosives-related operations worldwide.

◆ CIRG personnel also provide training, research, and guidance on crisis management techniques, command post operations, and special event planning throughout the FBI and to law enforcement partners worldwide.

## FBI Laboratory Services

Created in 1932, the FBI Laboratory is one of the largest and most comprehensive crime labs in the world. Operating out of a state-of-the-art facility in Quantico, Virginia, the Lab's scientific experts and special agents travel the world on assignment, using science and technology to protect the nation and support law enforcement, intelligence, military, and forensic science partners.

The FBI Laboratory's many services include everything from analyzing physical evidence to providing scientific support to investigations...from giving expert testimony in court to offering specialized training to crime lab and law enforcement personnel...from mapping crime scenes to conducting forensic exams of potentially hazardous material. Lab personnel are experts in identifying explo-

**In 2003, the FBI Laboratory moved into its first stand-alone building, a state-of-the-art facility in Quantico, Virginia.**



sives, uncovering trace evidence, evaluating handwriting, cracking complex codes, collecting evidence in hard-to-reach places (including underwater), analyzing DNA, conducting facial reconstruction and imaging, recovering unseen fingerprints, reconstructing shooting incidents, and much more.

Among the Lab's key services and programs:

◆ The Combined DNA Index System, or CODIS, blends forensic science and computer technology into a tool for



linking violent crimes. It enables federal, state, and local forensic laboratories to exchange and compare DNA profiles electronically, thereby linking serial violent crimes to each other and to known offenders. Using the National DNA Index System of CODIS, the National Missing Persons DNA Database also helps identify missing and unidentified individuals.

◆ The Terrorist Explosive Device Analytical Center (TEDAC) was formally established in 2004 to serve as the single interagency organization to receive, fully analyze, and exploit all terrorist improvised explosive devices (IEDs) of interest to the United States. TEDAC coordinates the efforts of the entire government—from law enforcement to intelligence to military—to gather and share intelligence about these devices, helping to disarm and disrupt IEDs, link them to their makers, and, most importantly, prevent future attacks.

◆ Created in 1940, the Disaster Squad is a team of highly trained forensic examiners who are deployed worldwide at a moment's notice to identify victims of mass fatality incidents. In some instances, their efforts support FBI cases, but many times these professionals are simply providing a humanitarian service when asked for help by colleagues around the world. Requests routinely come from police departments, local medical examiners and coroners, air safety and health officials, and foreign governments via the State Department.

◆ The FBI Laboratory oversees and supports 28 Hazardous Materials Response Teams across the country that are trained and equipped to respond to terrorist attacks and criminal incidents involving hazardous materials (chemical, biological, nuclear, and radiological) in concert with local officials and FBI weapons of mass destruction experts. The Lab has experts based in Quantico who assist investigations, help ensure readiness at special events, train law enforcement personnel, and provide assessments and consultation.

## Operational Technology

Based in Quantico, Virginia, the Operational Technology Division (OTD) delivers technology-based solutions that enable and enhance the FBI's intelligence, national security, and law enforcement operations. To counter current and emerging threats, it deploys a wide range of tools, capabilities, training, and specialized experience. The division's dedicated personnel include technically trained agents, engineers, computer scientists, computer forensic examiners, electronics technicians, and others. These professionals provide the operational support re-

quired to conduct electronic surveillance, provide secure communications, decipher encrypted messages, enhance images and audio recordings, and much more. OTD also funds and manages 16 Regional Computer Forensic Laboratories around the nation—one-stop, full-service forensics laboratories and training centers staffed by federal, state, and local law enforcement personnel who examine digital evidence in support of all types of investigations.

Much of OTD's work is extremely sensitive. However, the fruits of its labor are evident in the terrorist plot averted, the spy caught red-handed, the hacker arrested, the child rescued, and the corrupt official successfully prosecuted. As technology continues to evolve at an increasing pace, terrorists and criminals attempt to make use of these advantages. OTD's highly skilled personnel work diligently to ensure the FBI and its partners have the technical capabilities needed to effectively address all threats.



**An examiner at a Regional Computer Forensics Laboratory.**

## Records Management

Based in Winchester, Virginia, the FBI's Records Management Division not only oversees the records of the Bureau but also provides some key services to law enforcement and to the American people.

For example, it regularly responds to name check requests from more than 70 agencies to determine whether a specific individual has been the subject of or mentioned in any FBI investigation, and if so, what—if any—relevant information may be disseminated to the requesting agency. These name checks, which involve searches of FBI systems, come from all quarters—from federal agencies, including offices within the FBI; from components within the legislative, judicial, and executive branches of the federal government; and from global police and intelligence partners.

**With the help of an FBI instructor, new agents hone their firearms skills at the FBI Academy in Quantico, Virginia.**



In addition, the Records Management Division responds to a large number of Freedom of Information Act and Privacy Act requests every year from the news media, citizens, and others around the world. It also maintains a high-tech electronic reading room called the Vault—at [vault.fbi.gov](http://vault.fbi.gov)—which contains about 7,000 FBI records and other media scanned from paper into digital copies so they can be read and searched from any computer, anywhere.

## Training

The Bureau provides a range of law enforcement training for police and intelligence officials at the FBI Academy in Quantico, Virginia and at other locations around the globe. A number of programs and specialized courses are available, each offering educational opportunities for national security and law enforcement professionals worldwide. Classes are highly selective and stress improving leadership skills, incorporating the latest investigative methods, sharing best practices, and fostering an esprit de corps.

Among the main programs at the FBI Academy:

◆ The FBI National Academy is a professional course of study for U.S. and international law enforcement managers nominated by their agency heads because of demonstrated leadership qualities. The 10-week program—which provides coursework in intelligence theory,

terrorism and terrorist mindsets, management science, law, behavioral science, law enforcement communication, and forensic science—serves to improve the administration of justice in police departments and agencies at home and abroad and to raise law enforcement standards, knowledge, and cooperation worldwide.

◆ The National Executive Institute (NEI) is the premier executive training venue in the FBI and has been in existence for more than 30 years. Students from the U.S., Canada, the United Kingdom, and Australia attend the three-week executive training program. NEI provides strategic leadership education and partnership opportunities for the highest levels of the FBI and the largest U.S. and international law enforcement agencies. The Law Enforcement Executive Development Seminar (LEEDS) is a two-week program designed for chief executive officers of the nation's mid-sized law enforcement agencies. Approximately 20 percent of each LEEDS class consists of international attendees.

◆ The FBI provides leadership, intelligence, and law enforcement assistance to its international training partners through a variety of programs designed to establish and strengthen cooperation and liaison between the FBI and its overseas counterparts. Courses offered include organized crime cases, anti-gang strategies, terrorist crime scene investigations, and street survival techniques. The FBI also administers the International Law Enforcement Academy in Budapest, Hungary and supports other academies in Bangkok, Thailand; Gaborone, Botswana;



## "Be Crime Smart" Services

The FBI is better than ever at using intelligence to predict and prevent attacks and crimes across its many investigative priorities. As part of its public outreach, the Bureau also goes straight to families and communities with advice and information on how they can protect themselves from threats and frauds of all kinds—from adoption scams to ATM skimming, from street gangs to workplace violence, from house stealing to cyber frauds like "phishing" and "vishing." This effort includes giving presentations at schools, business, and civic meetings; handing out information at community events and job fairs; and posting a variety of "Be Crime Smart" materials on its public website at [www.fbi.gov](http://www.fbi.gov).

One new tool for parents and families is the FBI Child ID App—the first mobile application created by the Bureau. Launched in August 2011, the app provides a convenient place to electronically store photos and other vital information about your child so that it's literally right at hand if you need it. You can show the pictures and provide physical identifiers such as height and weight to security or police officers on the spot. Using a special tab on the app, you can also quickly and easily e-mail the information to authorities with a few clicks. In addition, the app includes tips on keeping children safe as well as specific guidance on what to do in those first few crucial hours after a child goes missing. The app is available for both iPhones and Androids.



and San Salvador, El Salvador. The curriculums of these academies are based on the FBI National Academy model.

## Victim Assistance

Through its Office for Victim Assistance (OVA), the FBI ensures that victims of crimes investigated by the FBI are afforded the opportunity to receive the services and notifications required by federal law and the Attorney General Guidelines on Victim and Witness Assistance.

Among its many services, the Office for Victim Assistance provides on-scene help to crime victims, assesses and triages needs, and helps victims identify and secure counseling, housing, medical attention, and legal and immigration assistance. When other resources are not available, it administers special Victims of Crime Act funds to meet victims' emergency needs, including reunification travel, crime scene cleanup, replacement clothing, and shipment of victims' remains. OVA also serves as the central repository for names and contact information of identified victims in child pornography cases and responds to requests from investigative agencies and prosecutors who are working cases that involve the images of these children. It also helps manage the Victim Notification System, an automated tool that provides victims with infor-

**Dolce is the FBI's first and only therapy dog. Along with his trainer and partner, Victim Specialist Rachel Pierce, Dolce helps comfort crime victims in Tennessee.**



mation in both English and Spanish about their cases.

OVA operates several special programs:

- ◆ The terrorism and special jurisdictions program provides emergency assistance to injured victims and families of American victims murdered in terrorist attacks and serves as a permanent point of contact for terrorism victims.
- ◆ The child pornography victim assistance program coordinates support and notification services for child victims of pornography and their guardians.
- ◆ The forensic child interviewing program ensures investigative interviews of child victims and witnesses of federal crimes are tailored to the child's stage of development and minimize any additional trauma. FBI child interview specialists directly assist with some interviews and provide detailed training on child interviewing techniques to special agents and other law enforcement personnel.
- ◆ The field office victim assistance program places victim specialists in all FBI field offices across the country to personally assist victims of federal crimes investigated by their local divisions.



## Services Success Stories

- In October 2010, in the largest coordinated tactical deployment in FBI history, members of our Hostage Rescue Team, SWAT operators, and other personnel ranging from crisis negotiators to Evidence Response Teams joined a massive public corruption takedown in Puerto Rico. Operation Guard Shack resulted in the arrests of 133 subjects, the majority of them police officers. More than 100 of these individuals have since pled guilty.
- In 2008, Illinois police received disturbing information about a Chicago woman who had taken a 3-year-old to a “sex party” in Indiana where the child and an 11-year-old girl were abused by three adults. However, by the time the tip was received, the crime had already occurred, and there seemed to be no evidence to support criminal charges. But there was evidence, buried deep within the woman's computer, and examiners from our Regional Computer Forensics Laboratory in Chicago found it—a deleted e-mail titled “map to the party” that contained directions to an Indiana hotel. The evidence led to charges against all three adults, who were later convicted and are now serving life sentences.
- The Montgomery County (Maryland) Police Department recently contacted the Criminal Justice Information Services Division about a bank robbery investigation. Multiple suspects were seen leaving the scene of a bank robbery in a silver Dodge Stratus. FBI personnel ran an off-line search in the National Crime Information Center, looking for all stolen Dodge Stratus vehicles in the D.C., Maryland, and Virginia area. The search identified the vehicle used in the bank robbery and nine additional robberies. Five people were identified and located, and the cases of all 10 bank robberies were closed by arrest.





# Accountability



# The FBI has

**been given a wide range of both law enforcement and intelligence authorities so that it can do its job of protecting the nation. With proper approvals and under certain guidelines, for example, the FBI can conduct surveillance, search homes and offices, run background checks, develop sources, and make arrests.**

At the same time, much of the FBI's work remains classified and can only be shared with policy makers and partners as needed. The information and intelligence it gathers can have serious implications for national security. And its investigations need to remain both independent (since the subjects can be anyone around the world, including high-ranking elected officials and even its own employees) and closed to the public (so that privacy rights and operations are not compromised).

As a result—perhaps more so than any other federal agency—the FBI is subject to a series of checks and balances to ensure that it uses its authorities in an appropriate way, stays in compliance with various laws and regulations, and remains as transparent and accountable as possible to the American people.

Today, that accountability takes many forms. There is regular, rigorous oversight of all aspects of FBI operations by eight primary committees of the U.S. Congress, including in both open and closed hearings. There is intelligence oversight by the Office of the Director of National Intelligence, the Department of Justice's Office of Intelligence Policy and Review, and the Intelligence Oversight Board. There is regulation and enforcement within the Department of Justice, from independent reviews by the inspector general to the FBI's own internal investigations and inspections...from various attorney general investigative guidelines to mandatory ethics training for all Bureau employees. Through various federal laws, the public also can request copies of FBI records through the Freedom of Information and Privacy Acts. Read on for more about key elements both inside and outside the FBI that help strengthen accountability.

**Patrick Kelley, the FBI's chief compliance officer, discusses an issue with an employee. The FBI's Office of Integrity and Compliance was created in 2007, the first such compliance program in federal government.**





## Inspections

The Inspection Division works to ensure FBI compliance with appropriate laws, regulations, and policies and to facilitate the improvement of performance by providing independent and evaluative oversight of all investigative, financial, and administrative operations in the Bureau. It conducts thorough, high-quality, fair, consistent, and timely reviews and investigations into allegations of criminality and/or serious misconduct against FBI employees. The Inspection Division also coordinates all external audits and reviews of FBI operations and processes conducted by other U.S. government entities.

In 2008, the FBI completely revamped its inspection process to bring it more in line with the Bureau-wide transition to a Strategy Management System, which aligns performance management processes with organizational strategy. The new inspection process is a top-down, enterprise-wide approach; two of its primary focuses are national programs and field office performance. At the conclusion of these inspections/reviews, national program managers and field offices are provided with instructions and recommendations to help improve performance, and their progress is then tracked. Best practices identified during the inspections for each program are shared field-wide.

## Office of Professional Responsibility

The Office of Professional Responsibility (OPR) adjudicates employee misconduct cases in a timely and thorough manner to ensure that the FBI's workforce complies with legal mandates and engages in ethical conduct and professional behavior. OPR's attorneys and agents carefully analyze the results of internal investigations—conducted by the Justice Department's Office of the Inspector General or the FBI's Inspection Division—and prepare reports that include factual findings and legal analysis of relevant policies, procedures, regulations, and laws. If OPR determines that an employee has engaged in misconduct, it notifies the employee of its findings and, in adverse action cases, provides the employee an opportunity to review the official file, prepare a written response, and have an oral hearing before a final decision is made and a disciplinary penalty imposed.

OPR also conducts regular training on the FBI's strict standards of professional conduct and the laws employees are sworn to protect and uphold; provides information to external overseers pursuant to official requests; supplies statistical and factual information relating to its cases in ongoing litigation; and works with the FBI's law enforcement partners, both domestic and foreign, to support government-wide ethical behavior.

## Office of Integrity and Compliance

Compliance is doing the right things, the right way. With national security at the forefront of the FBI's mission, its employees are now, more than ever, under tremendous pressure to maximize the intelligence derived from investigations. Such pressure, however, can never be an excuse to take shortcuts that can compromise the Bureau's institutional integrity. Each employee has the responsibility to uphold the FBI's core values of integrity and accountability to maintain the public's trust.

The Office of Integrity and Compliance (OIC) was created in 2007 to ensure that processes and procedures are in place to promote FBI compliance with both the letter and the spirit of applicable laws, regulations, rules, and policies. An essential element of the FBI integrity and compliance program is communication—both from OIC to FBI employees and from FBI employees to OIC. For the integrity and compliance program to succeed, it is important that FBI personnel raise concerns and ask questions about potential or actual violations of law, regulations, and policies so these issues can be examined and resolved. There will be times when compliance matters overlap with other concerns, such as employee misconduct or performance issues. OIC works with the Inspection Division, the Ombudsman's Office, the Human Resources Division, and the Department of Justice's Office of the Inspector General to see that issues are referred to the appropriate entity for handling.

OIC is also the home of the FBI's ethics and integrity

program, which plays a vital role in developing Bureau-specific ethics policies and interpreting executive branch-wide ethics regulations for both management and individual employees. Ethics attorneys review FBI policies, programs, operations, and management to ensure compliance with ethics rules, regulations, and statutes. The program also conducts ethics instruction for all FBI employees—from mandatory entry-on-duty, procurement, and annual financial disclosure training to divisional training provided to employees on a yearly basis and throughout their careers.

## The Inspector General

The Office of the Inspector General (OIG), established by the Inspector General Act Amendments of 1988, is an independent entity within the Department of Justice that reports to both the attorney general and Congress on issues that affect DOJ's personnel or mission. OIG is responsible for finding and discouraging waste, fraud, abuse, and misconduct among Department of Justice employees and its programs and also for promoting integrity, economy, efficiency, and effectiveness in its operations. In addition, OIG enforces criminal and civil laws, regulations, and ethical standards within DOJ by investigating individuals and organizations that allegedly are involved in financial, contractual, or criminal misconduct in DOJ programs and operations.

The current inspector general is Michael E. Horowitz, who was sworn in on April 16, 2012.

## Key federal laws that apply to FBI investigations and operations, helping to ensure accountability and protect civil liberties:

- The Foreign Intelligence Surveillance Act of 1978
- The 1968 Federal Wiretap Statute (Title III), as amended
- The Civil Rights Act of 1967
- The Privacy Act of 1974
- The Whistleblower Protection Act of 1989, Intelligence Community Whistleblower Protection Act of 1998, and various government and FBI provisions and regulations
- The Freedom of Information Act of 1966





## Strategy Management

In 2006, the FBI launched a Strategy Management System, or SMS, to enhance its ability to meet its post-9/11 priorities and accelerate its transformation into a more threat-based, intelligence-driven organization. SMS enables leaders and managers at all levels of the Bureau to identify and set goals most crucial to success; to prioritize resources to achieve those goals; to track progress along the way (and fix gaps when needed); and most importantly, to get results. An ongoing and flexible process that uses such tools as strategy maps, big-picture strategic shifts, and balanced scorecards, SMS includes specific priority initiatives with targeted solutions to drive system-wide change even as the FBI continues to deal with day-to-day duties and unexpected crises. In the end, SMS helps ensure accountability, both within the organization and to the American people.



## Safeguarding Civil Liberties

It is the FBI's responsibility to protect Americans not only from crime and terrorism but also from incursions into their constitutional rights. It is therefore ingrained in FBI personnel to carry out all activities with full adherence to the Constitution and the principles of personal liberty and privacy. This is reinforced by internal procedures and safeguards, as well as oversight by the Department of Justice and Congress.

## Office of the General Counsel

The Office of the General Counsel (OGC) provides legal advice to the Director, other FBI Headquarters officials and divisions, and the Bureau's field and international offices on a wide range of substantive areas, including national security, legislative reforms, criminal investigations, science and technology, privacy and civil liberties, employment litigation,

federal tort claims, general civil litigation, Freedom of Information Act issues, patents, procurement, real estate, and administrative law. OGC coordinates with all other members of the intelligence community, including the Department of Justice, the Office of the Director of National Intelligence, the Central Intelligence Agency, the National Security Agency, and the White House. It also forms partnerships with federal, state, local, and international agencies in support of FBI operations.

OGC has an active Privacy and Civil Liberties Unit that supports the FBI's duty to detect, prevent, and disrupt terrorist and criminal activities and to protect the privacy and civil liberties of all individuals in all aspects of FBI activities. It provides essential legal training to FBI personnel to make sure Bureau operations align with the Constitution, federal law, and FBI policies. It also provides legal training to FBI agents and analysts, to state and local entities through the FBI's National Academy, and to international partners.

## Security Division

The FBI's Security Division works to provide a safe and secure work environment for FBI employees and others with access

to Bureau facilities and to prevent espionage and the compromise of national security and FBI information. It strives to protect personnel, facilities, and information from both external and internal threats.

The division is responsible for ensuring the integrity and reliability of the Bureau's workforce. Through its delegated authority, it uses personnel security background investigations to determine whether candidates are suitable for FBI employment or eligible for access to national security information. It performs polygraph examinations to help determine trustworthiness and to support operational and administrative investigations handled by the FBI and its partners.

The Security Division manages programs to keep staff, contractors, task force members, and Bureau visitors safe. These programs include force protection, facility access control, incident reporting and management, and continuity of operations planning. The division conducts security awareness training to help prepare staff and contractor personnel to perform their general and specific security responsibilities. The FBI's cadre of chief security officers and security specialists are vital to ensuring overall compliance, coordinating

security activities, conducting security investigations, and assessing/managing risks for the protection of FBI employees and resources.

The Security Division also manages programs, methods, and processes to protect, monitor, and defend information and information systems by assuring their integrity, authentication, availability, non-repudiation, and confidentiality. For data in an electronic format, this is accomplished through information systems certification and accreditation, access control and need-to-know protocols, intrusion detection, and encryption and secure messaging. The division tracks and stops unauthorized transmission of information from FBI computer systems and combats the introduction of malicious data into Bureau systems. For data and hard-copy documents, the division provides policy and training regarding the identification, marking, handling, and protection of sensitive and classified documents.

Finally, the Security Division is responsible for making sure that the principles of enterprise security risk management are incorporated into FBI security policies, practices, and procedures so all Bureau assets are protected.

**Operations centers like these help monitor activity around FBI field offices.**





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